

decisionwise

Foundational
Executive Leader
Assessment

Sample
Participant

02/25/22

powered by



RATER SUMMARY

The Rater Summary lists, by rater group, the number and percentage of raters that were invited and participated in providing you with feedback.

	PARTICIPATED	INVITED	PERCENT
Self	1	1	100%
Supervisor	1	1	100%
Peer	2	2	100%
Direct Report	2	2	100%
Other	2	2	100%
Total	8	8	100%

The following individuals were invited to participate:

Self

- Sample Participant

Supervisor

- Supervisor 1

Peer

- Peer 1
- Peer 2

Direct Report

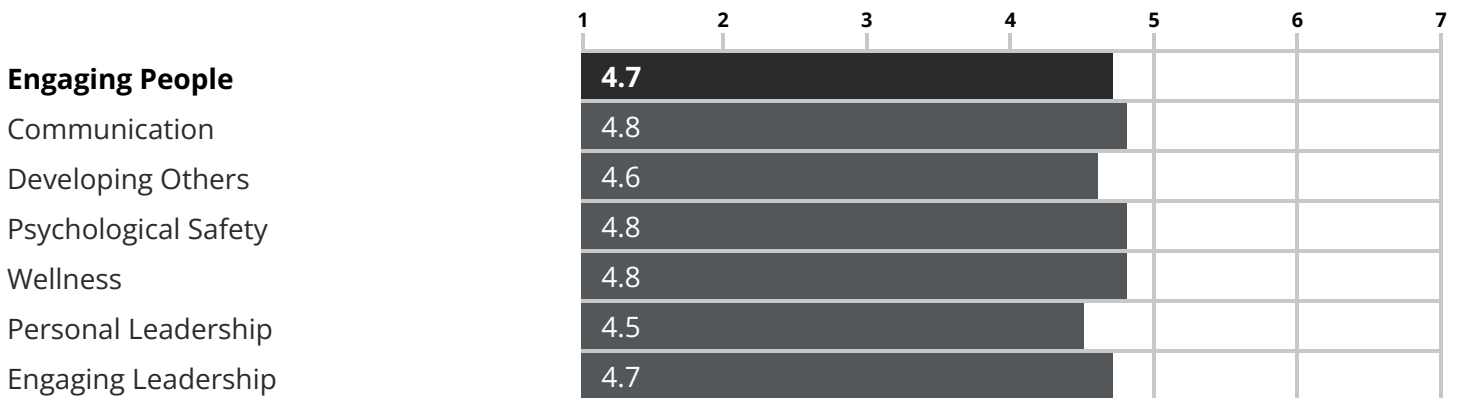
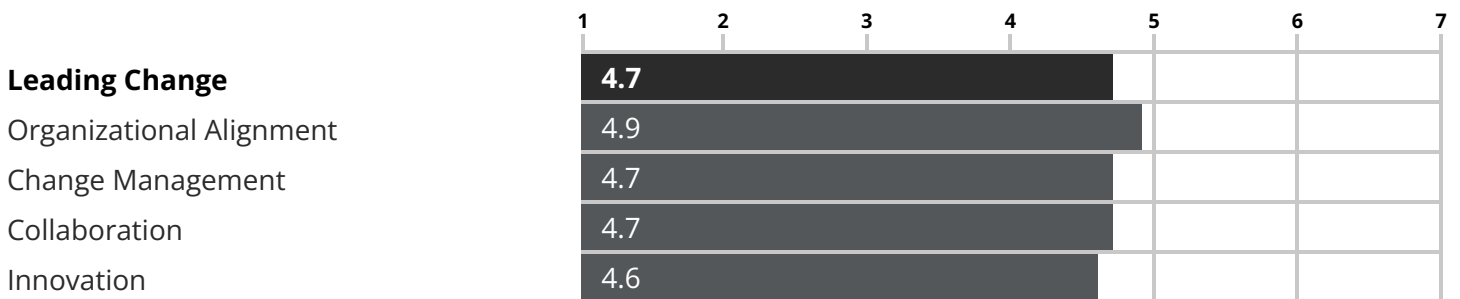
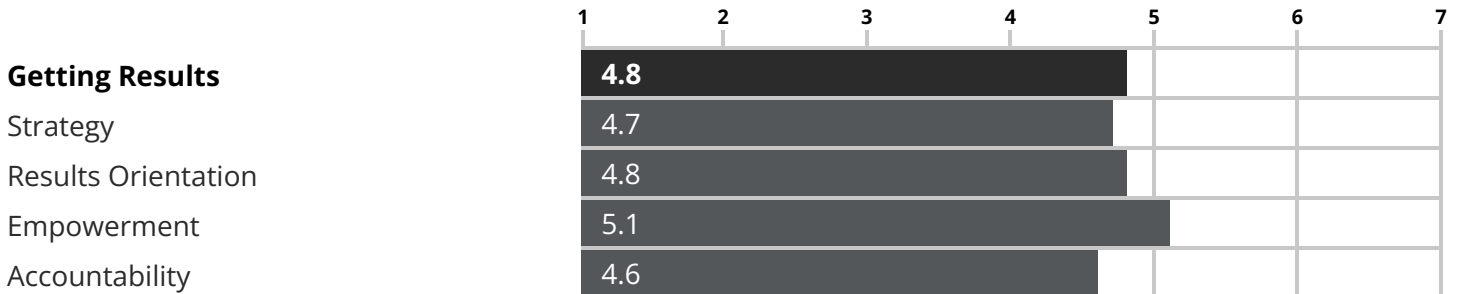
- Direct Report 1
- Direct Report 2

Other

- Other 1
- Other 2

FOUNDATIONAL COMPETENCIES

Competencies measured in this assessment are grouped into larger competency categories. These larger competencies can be termed as fundamental or foundational competencies. Viewing these foundational competencies as clusters of sub-competencies can help highlight more general areas of strength or areas that need development.

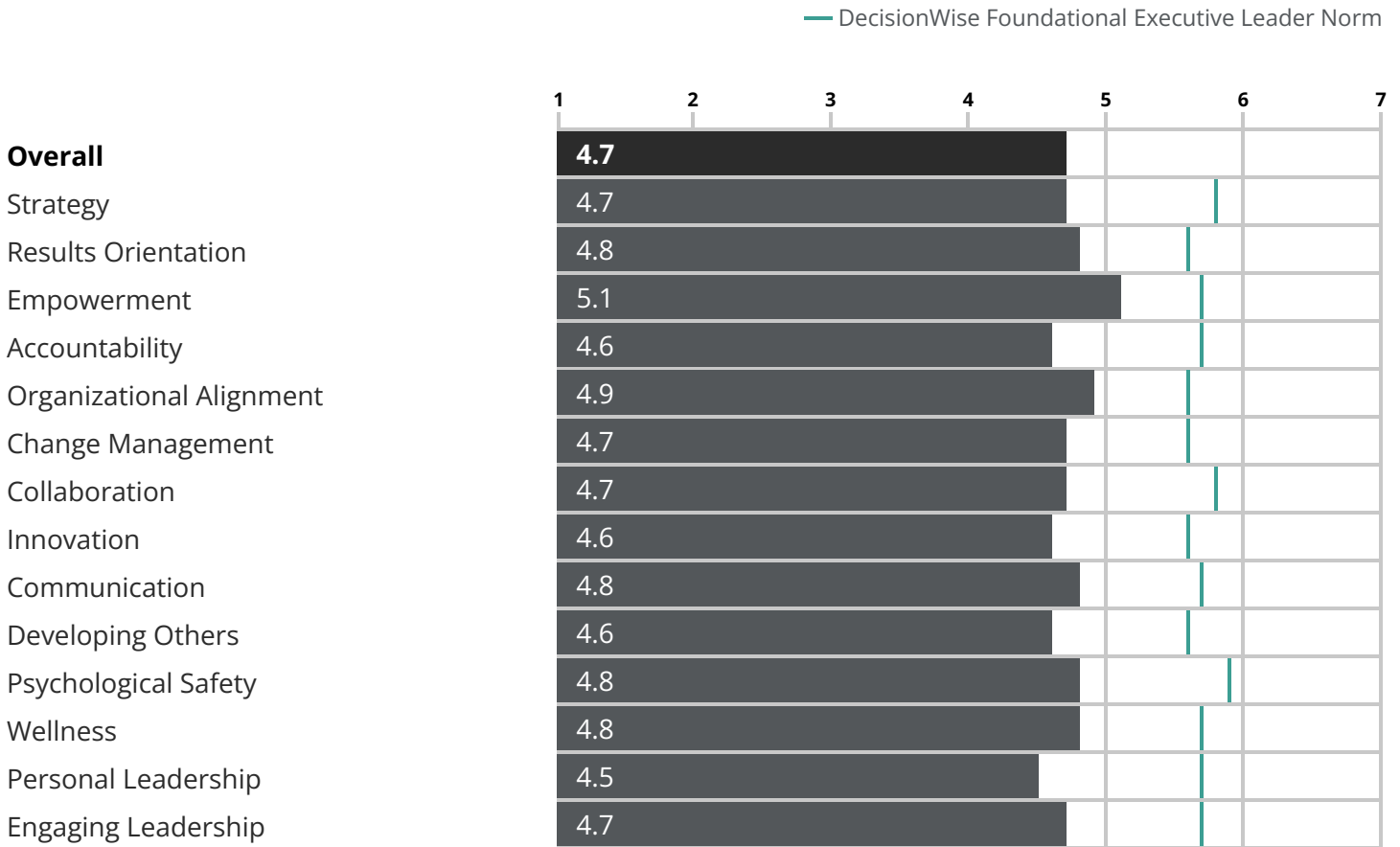


BEHAVIORAL ITEM SCALE KEY

- 1: Very Poor
- 2: Poor
- 3: Fair
- 4: Average
- 5: Good
- 6: Excellent
- 7: Outstanding

COMPETENCY SUMMARY

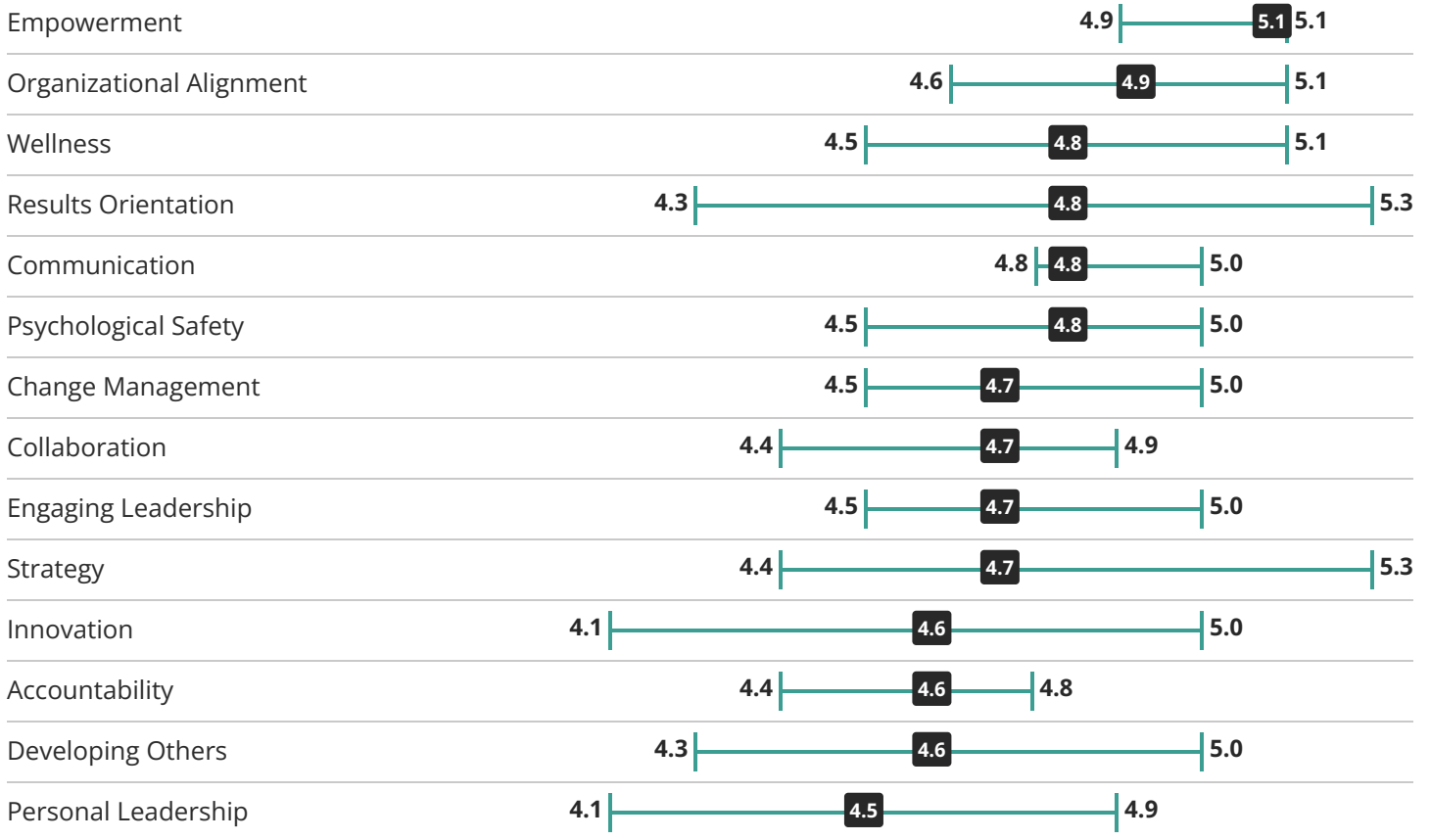
This section provides a summary of results for each competency (group of items). The horizontal bars represent the average score from all survey questions under each competency.



BEHAVIORAL ITEM SCALE KEY

- 1: Very Poor
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- 3: Fair
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- 5: Good
- 6: Excellent
- 7: Outstanding

COMPETENCY SCORE DISTRIBUTION



MIN BEHAVIOR SCORE | COMPETENCY SCORE DISTRIBUTION | MAX BEHAVIOR SCORE

RADAR PLOT

The radar plot shows your competency scores by rater group compared against each other graph for easy comparison. Competencies are shown as points on the graph with the distance from the center showing the score for that competency. The scores for each rater group are linked by a line and color coded.

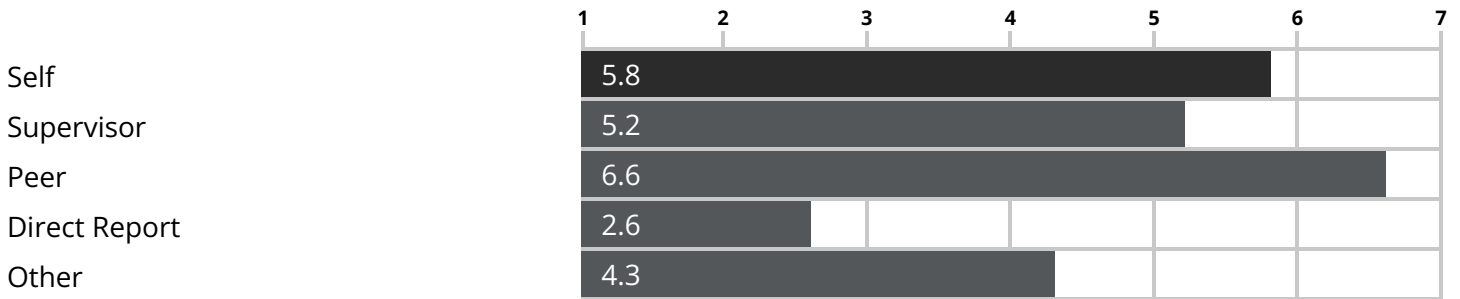


RATER GROUP KEY

- Self
- Supervisor
- Peer
- Direct Report
- Other

OVERALL SCORE BY RATER GROUP

This section shows your overall competency score broken out by each group of raters who provided feedback in your assessment.



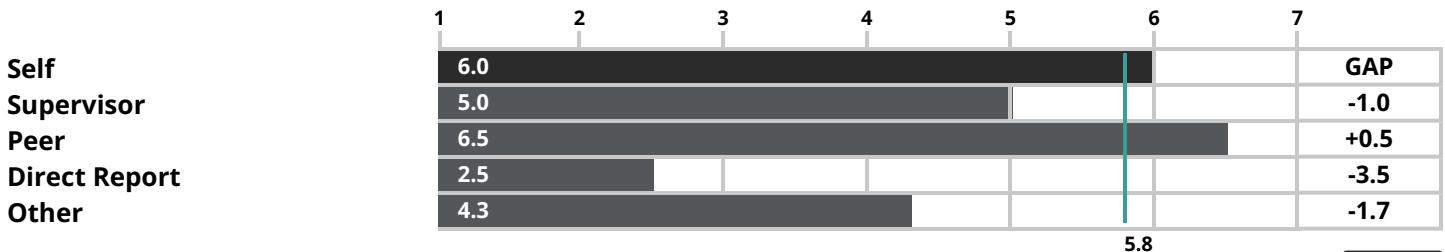
BEHAVIORAL ITEM SCALE KEY

- 1: Very Poor
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- 5: Good
- 6: Excellent
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STRATEGY

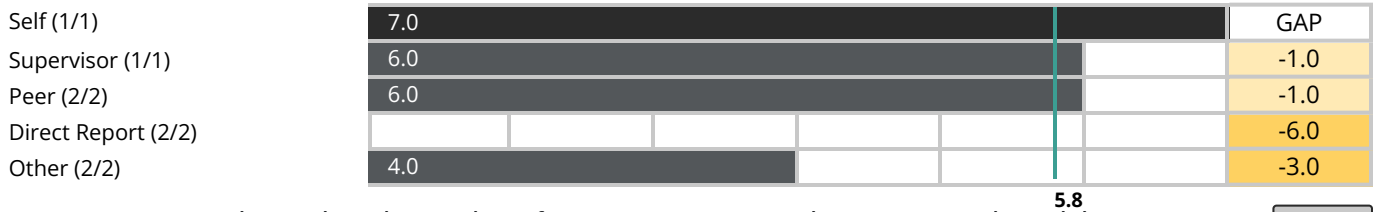
4.7	6.0	4.5
AVERAGE	SELF	ALL OTHERS

— DecisionWise Foundational Executive Leader Norm



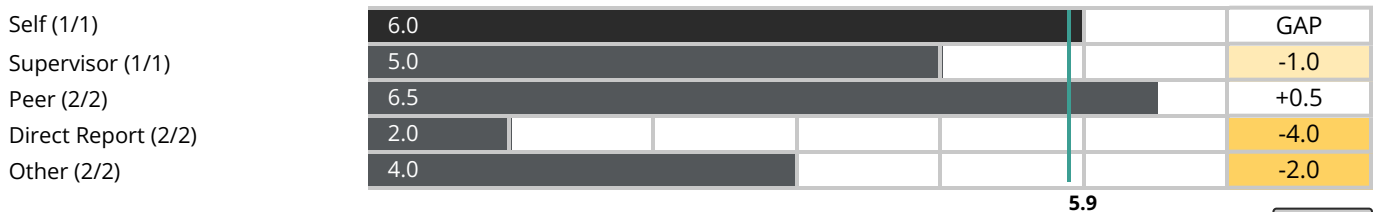
1. Stays current with the latest trends and advances in our industry or field.

4.4



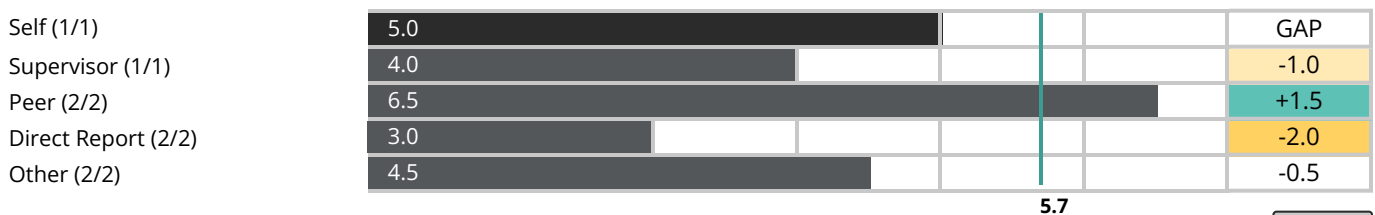
2. Demonstrates a thorough understanding of our organization's market position and capabilities.

4.5



3. Anticipates key economic, political, and social changes affecting our organization.

4.6



4. Creates a realistic and compelling picture of the organization's future.

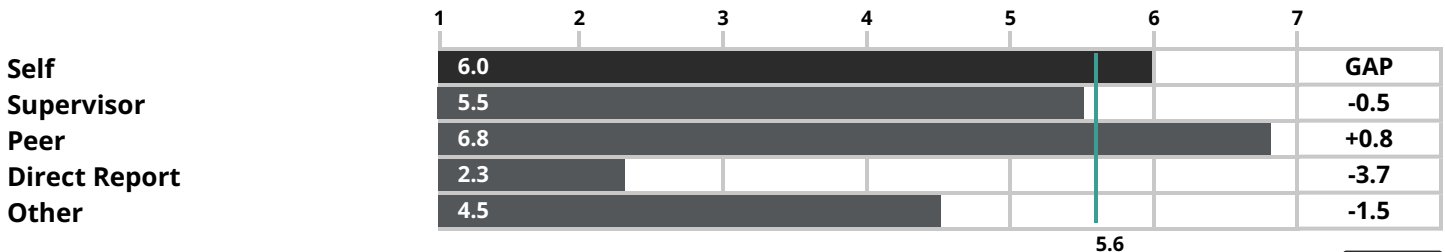
5.3



RESULTS ORIENTATION

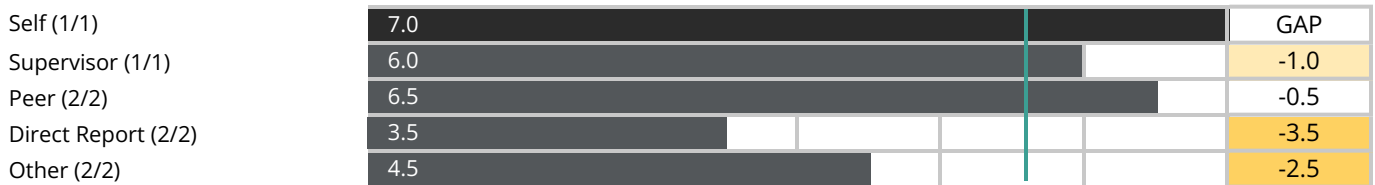
4.8	6.0	4.6
AVERAGE	SELF	ALL OTHERS

— DecisionWise Foundational Executive Leader Norm



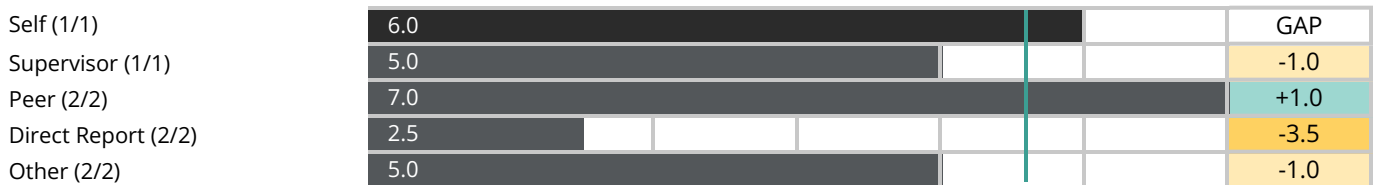
5. Cuts through distractions and "noise" in order to achieve results.

5.3



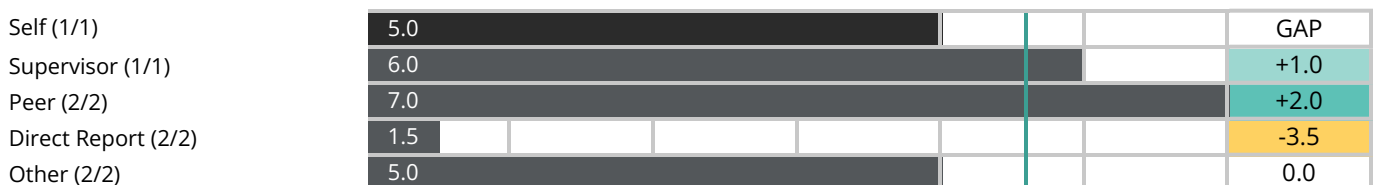
6. Willingly makes the tough decisions.

5.0



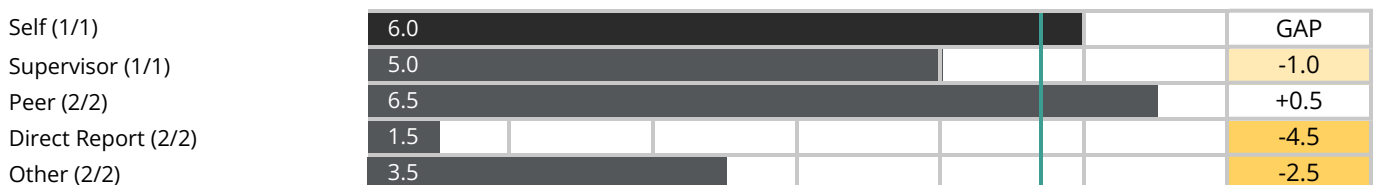
7. Creates a sense of accountability for performance within his/her organization.

4.8



8. Delivers solid results, even in challenging situations.

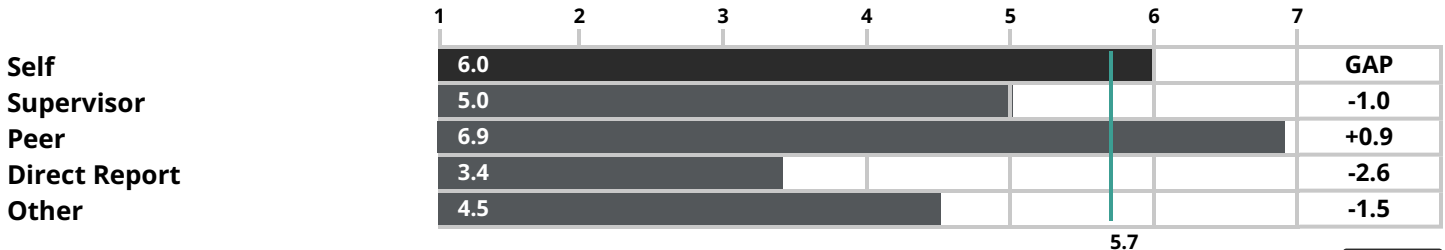
4.3



EMPOWERMENT

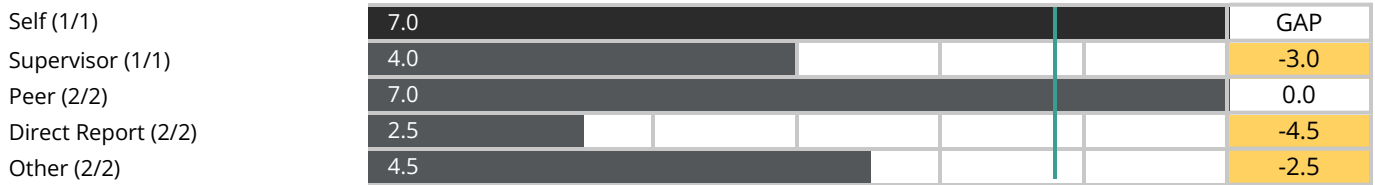
5.1	6.0	4.9
AVERAGE	SELF	ALL OTHERS

— DecisionWise Foundational Executive Leader Norm



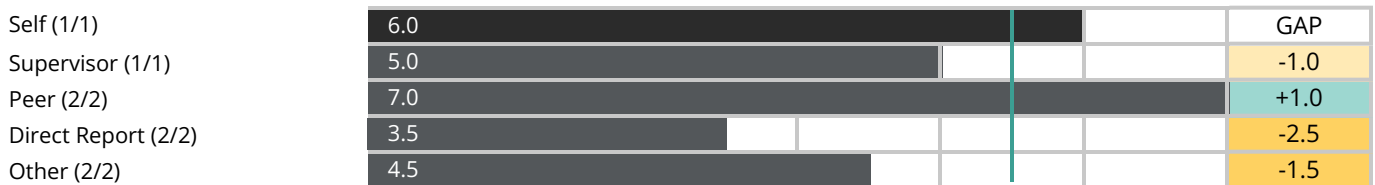
9. Seeks the input of team members when making important decisions.

4.9



10. Effectively delegates both routine and critical tasks or responsibilities.

5.1



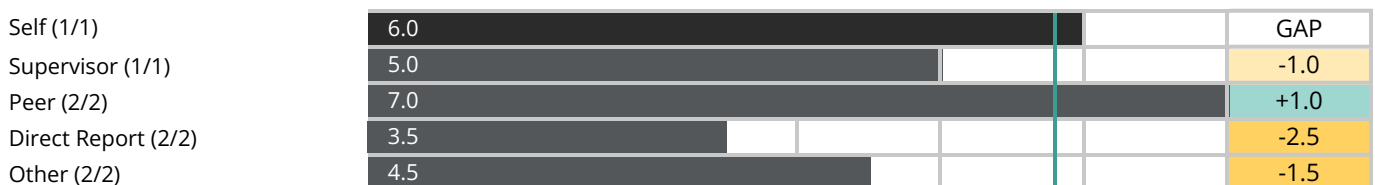
11. Empowers others with the resources and authority they need to succeed.

5.1



12. Trusts team members to perform their jobs well.

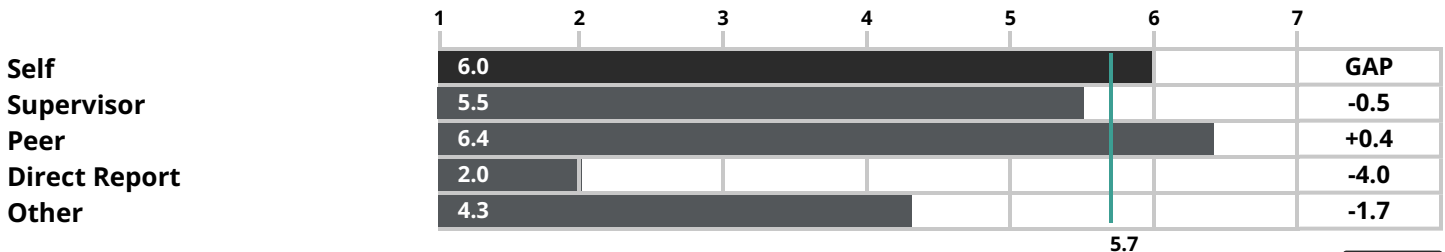
5.1



ACCOUNTABILITY

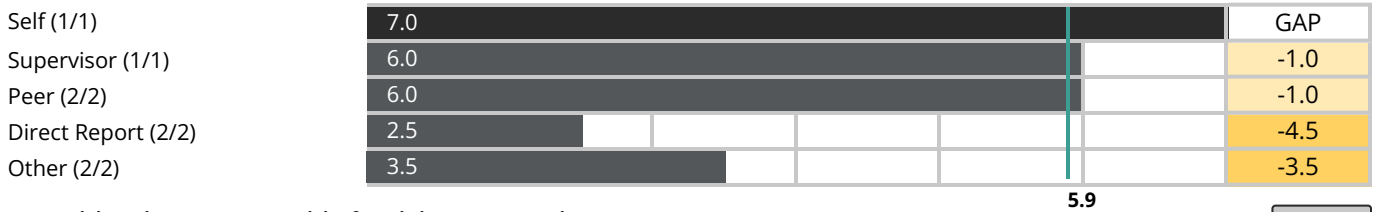
4.6	6.0	4.4
AVERAGE	SELF	ALL OTHERS

— DecisionWise Foundational Executive Leader Norm



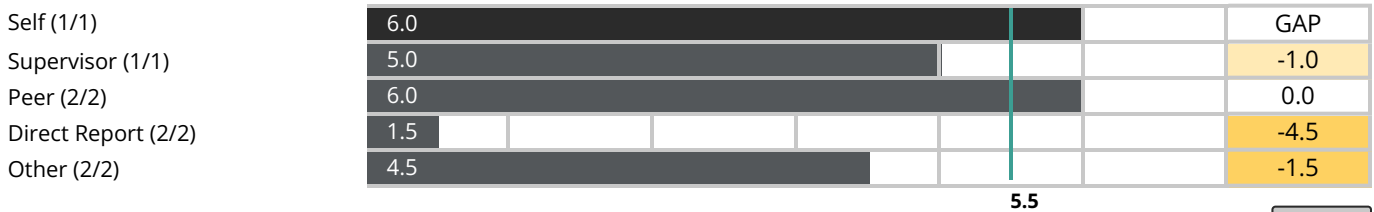
13. Takes responsibility for his/her own actions and results.

4.6



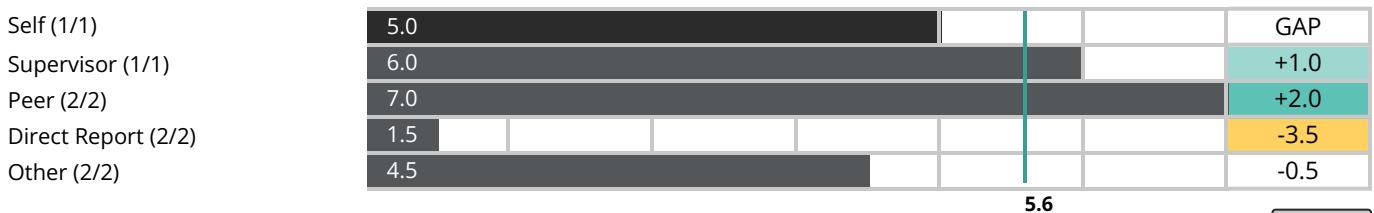
14. Holds others accountable for delivering results.

4.4



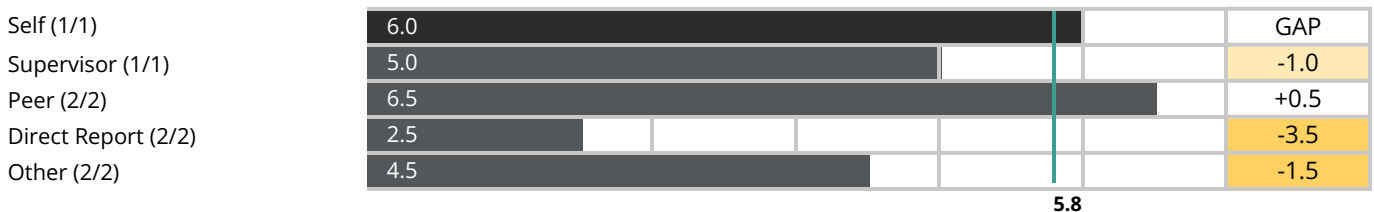
15. Provides candid, open, and honest feedback to others.

4.6



16. Recognizes and rewards people for their performance.

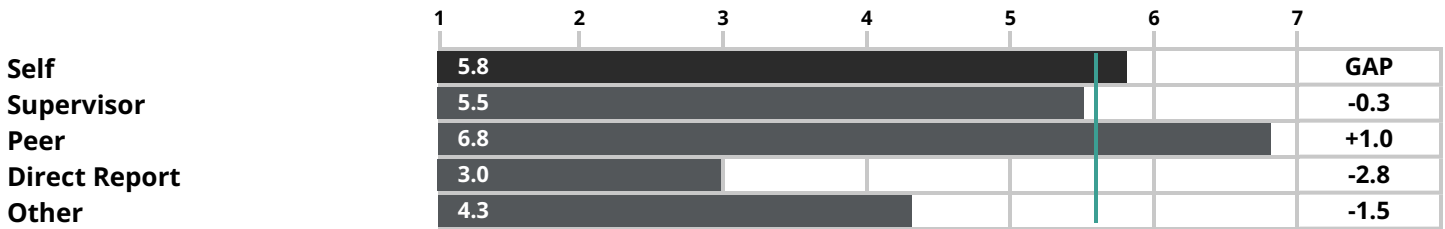
4.8



ORGANIZATIONAL ALIGNMENT

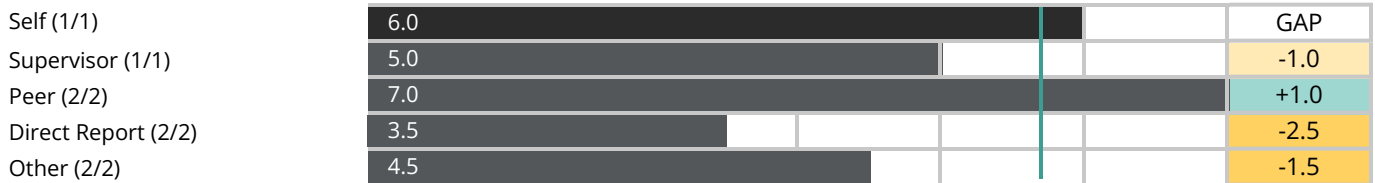
4.9	5.8	4.8
AVERAGE	SELF	ALL OTHERS

— DecisionWise Foundational Executive Leader Norm



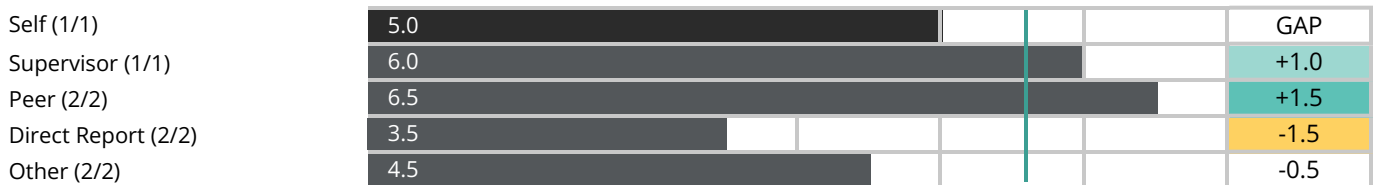
17. Ensures that our organization's direction is aligned with what will make us most successful.

5.1



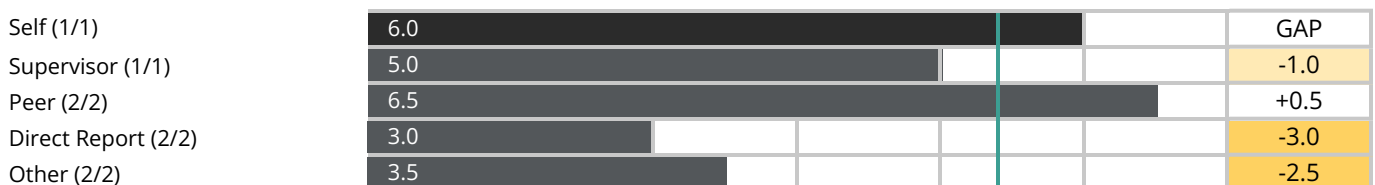
18. Creates short-term actions that fit within the long-term strategy of the organization

5.0



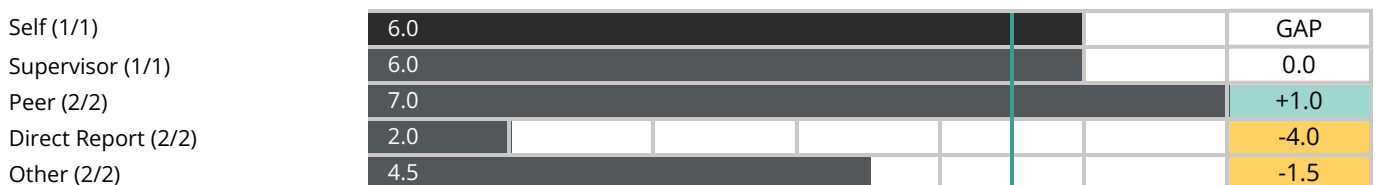
19. Allocates sufficient resources in order to meet business needs.

4.6



20. Helps others align their personal goals with the work they do.

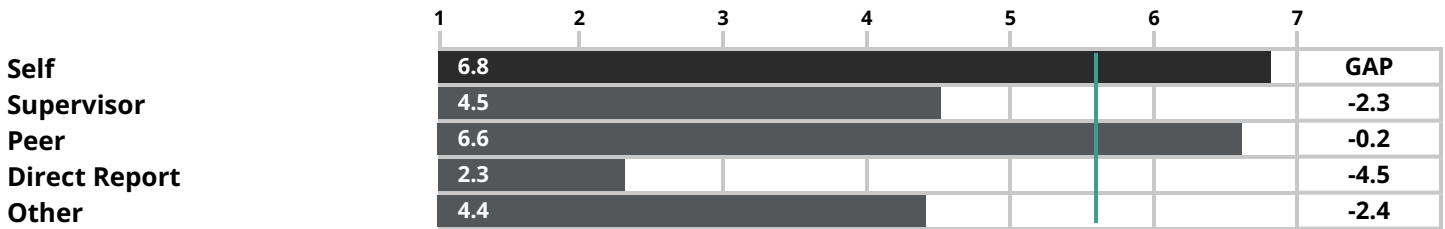
4.9



CHANGE MANAGEMENT

4.7	6.8	4.4
AVERAGE	SELF	ALL OTHERS

— DecisionWise Foundational Executive Leader Norm



5.6

21. Adjusts the organization's priorities in order to address changing situations and conditions.

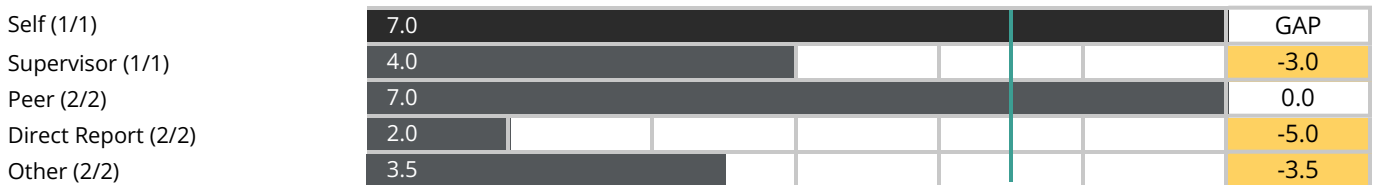
5.0



5.7

22. Effectively leads change.

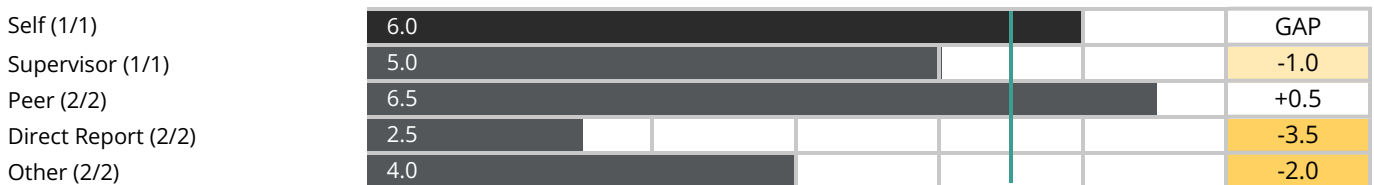
4.5



5.5

23. Establishes an environment in which others embrace change.

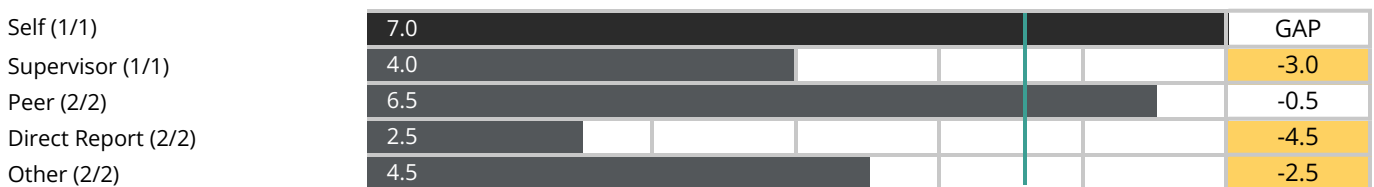
4.6



5.5

24. Effectively uses the formal and informal influence of key people in making change happen.

4.8

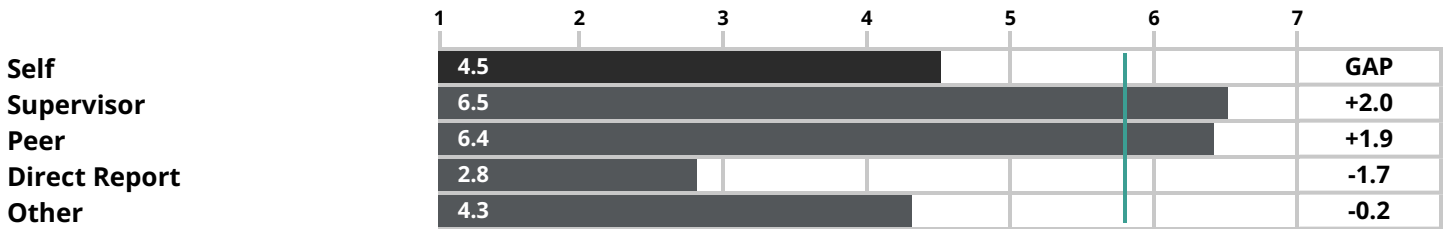


5.6

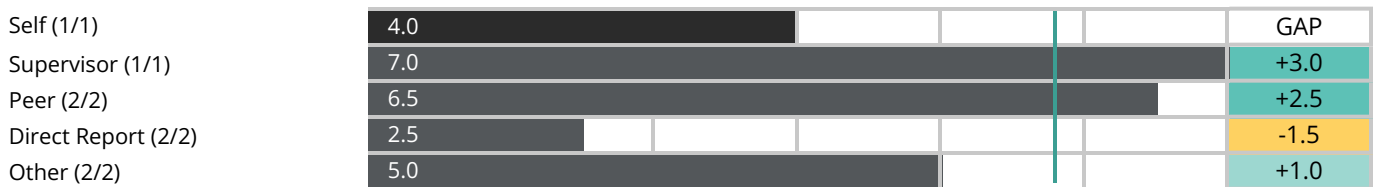
COLLABORATION

4.7	4.5	4.8
AVERAGE	SELF	ALL OTHERS

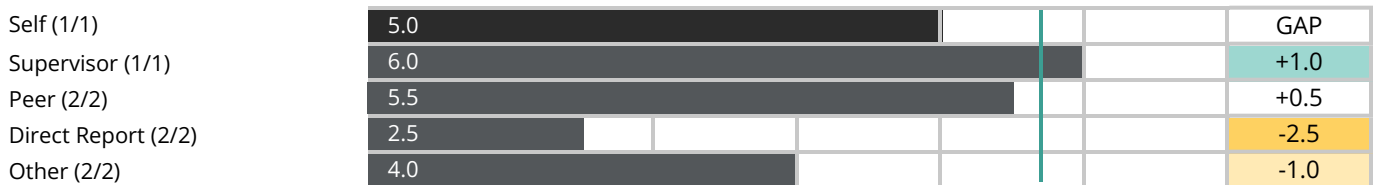
— DecisionWise Foundational Executive Leader Norm



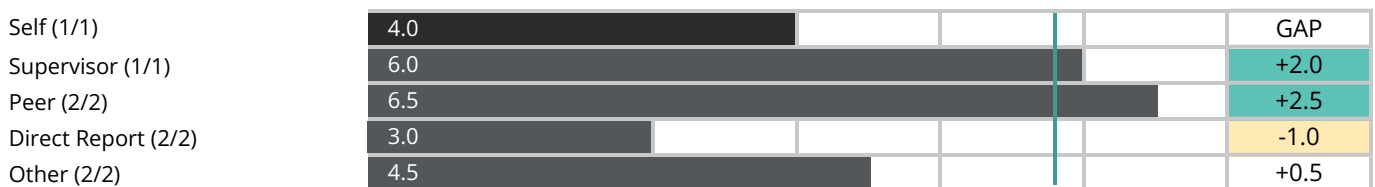
25. Works for the overall good of the organization, even if it means sacrificing a personal or team goal. 4.9



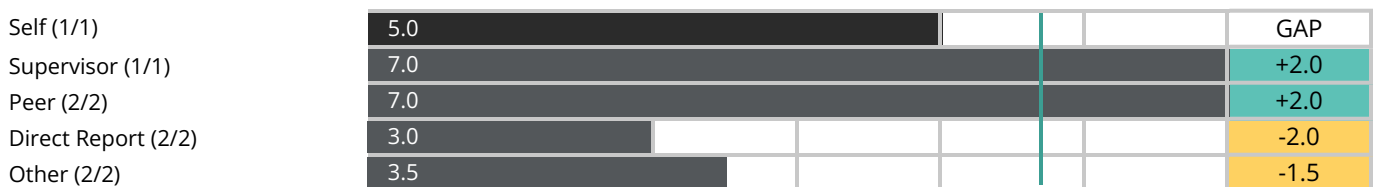
26. Demonstrates appreciation for the unique differences and perspectives of others. 4.4



27. Creates an environment of openness and cooperation. 4.8



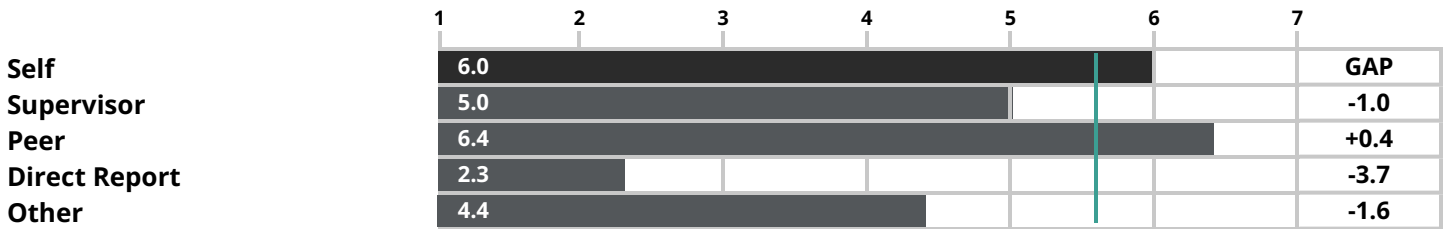
28. Facilitates teamwork and communication across functions, divisions, and/or departments. 4.9



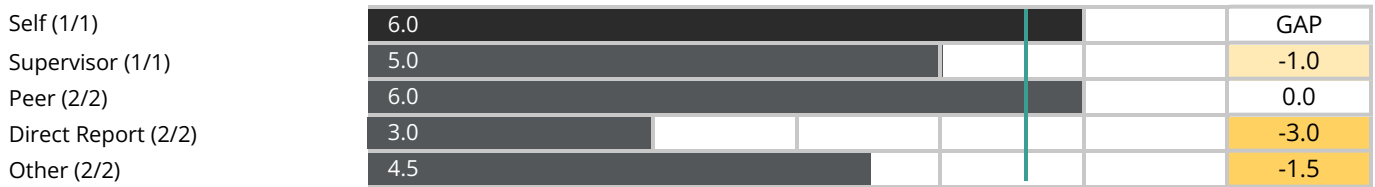
INNOVATION

4.6	6.0	4.4
AVERAGE	SELF	ALL OTHERS

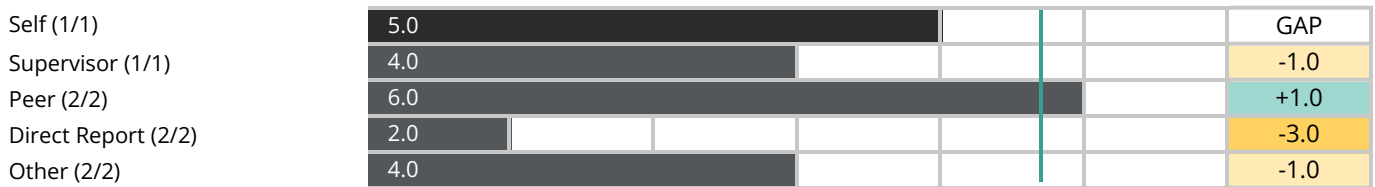
— DecisionWise Foundational Executive Leader Norm



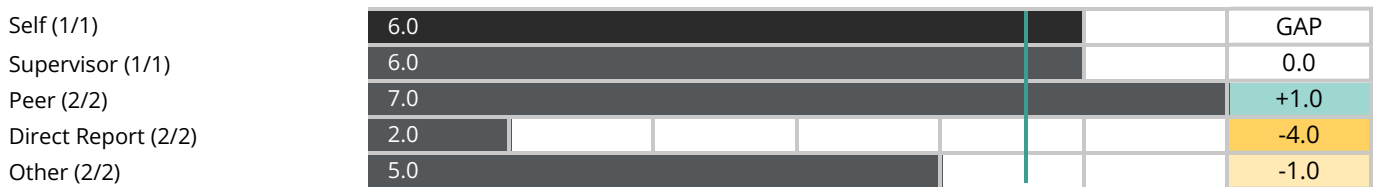
29. Develops innovative ideas and strategies that create value and competitive advantage. 4.8



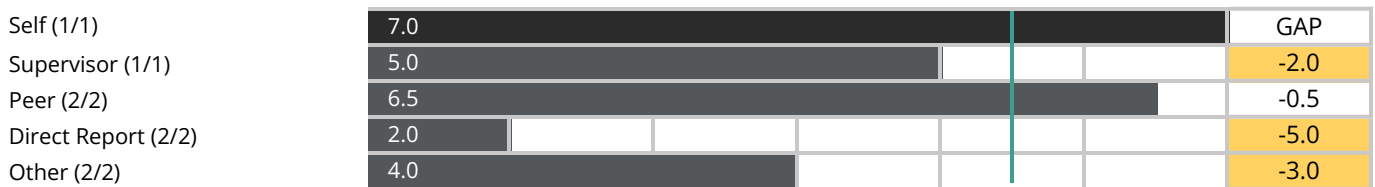
30. Has good judgment about which creative ideas and suggestions will work. 4.1



31. Challenges conventional business practices in search of more effective solutions. 5.0



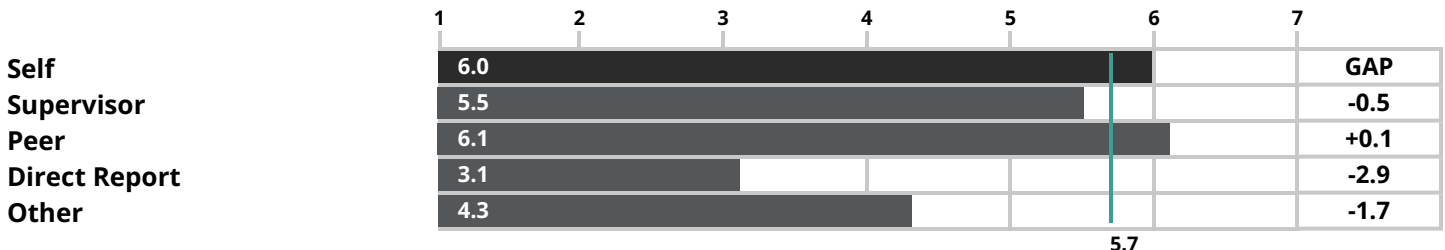
32. Creates an environment that encourages innovation, risk taking, and challenge. 4.6



COMMUNICATION

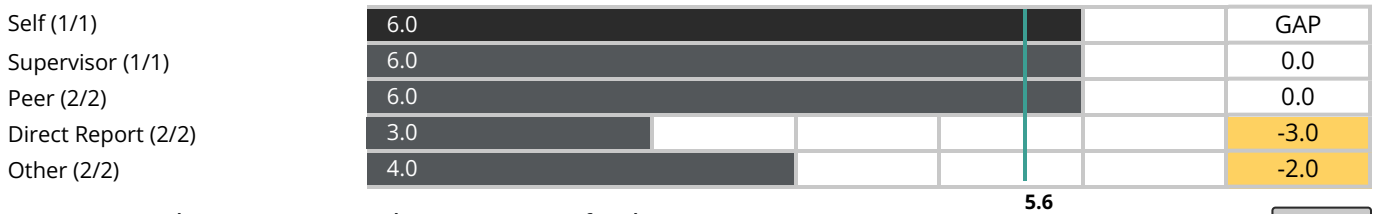
4.8	6.0	4.6
AVERAGE	SELF	ALL OTHERS

— DecisionWise Foundational Executive Leader Norm



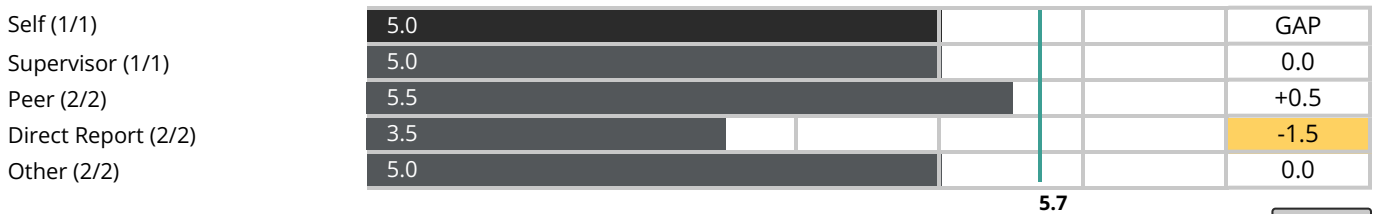
33. Establishes effective two-way communication with others.

4.8



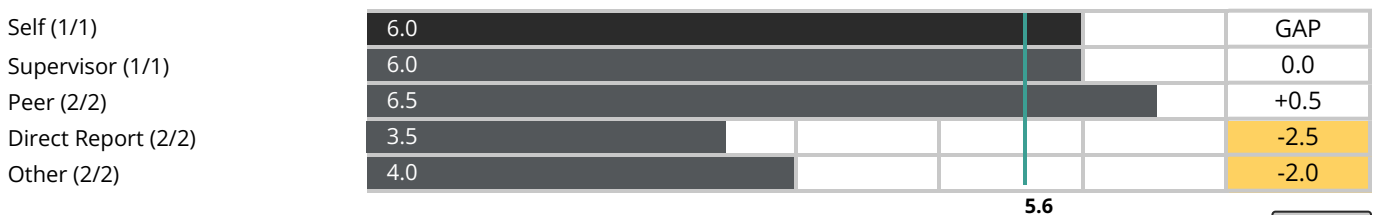
34. Consistently communicates the top priorities for the organization.

4.8



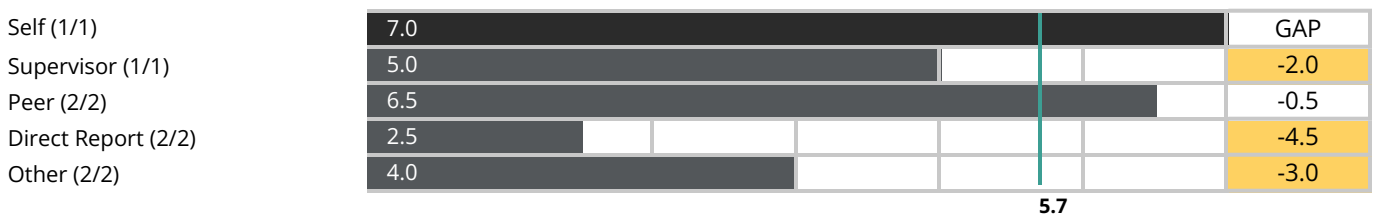
35. Communicates with people about where we are now and where we need to be in the future.

5.0



36. Shares the "why" behind actions or decisions, rather than just the "how" or the "what."

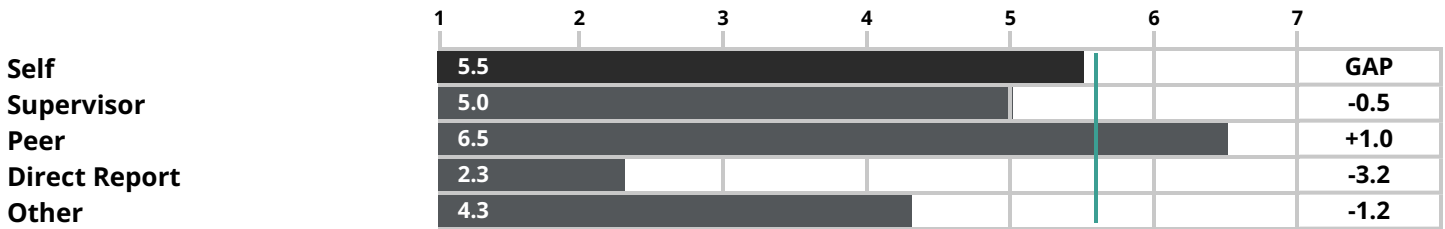
4.8



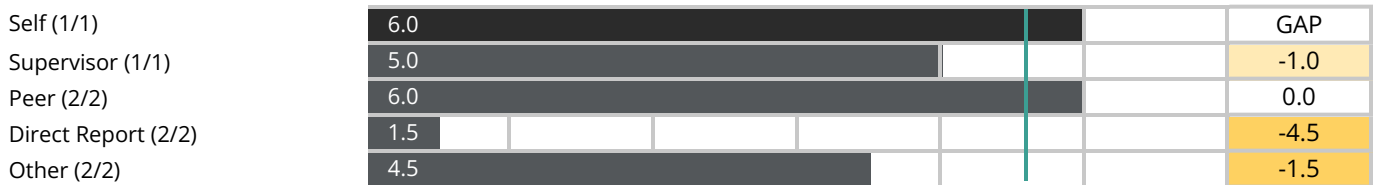
DEVELOPING OTHERS

4.6	5.5	4.4
AVERAGE	SELF	ALL OTHERS

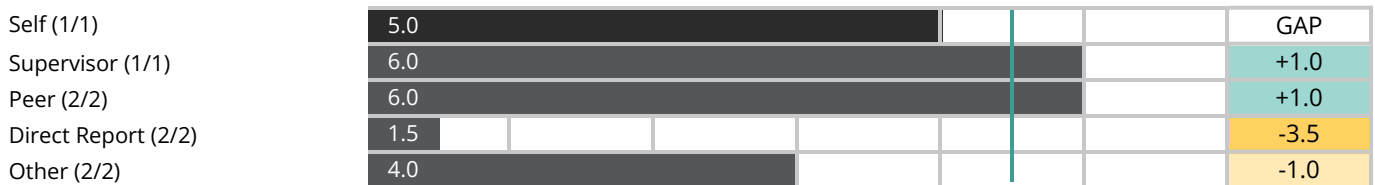
— DecisionWise Foundational Executive Leader Norm



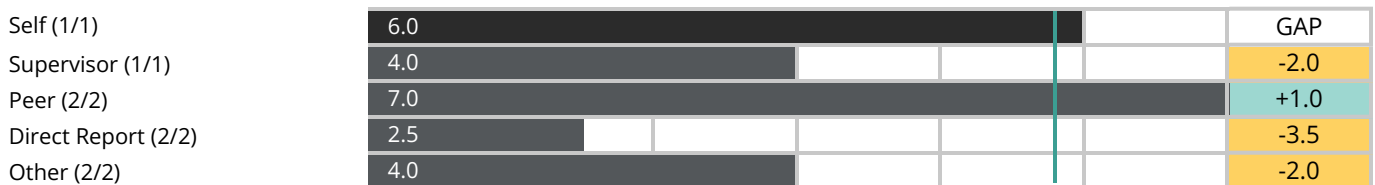
37. Provides challenging assignments and opportunities for others to take on more responsibility. 4.4



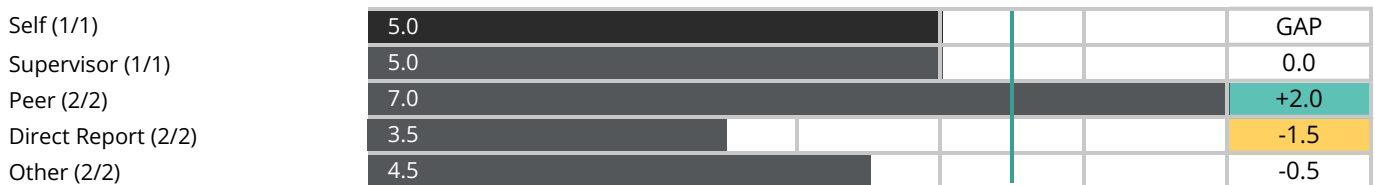
38. Takes the time to coach, mentor, and support others. 4.3



39. Regularly acknowledges the contributions of others. 4.6



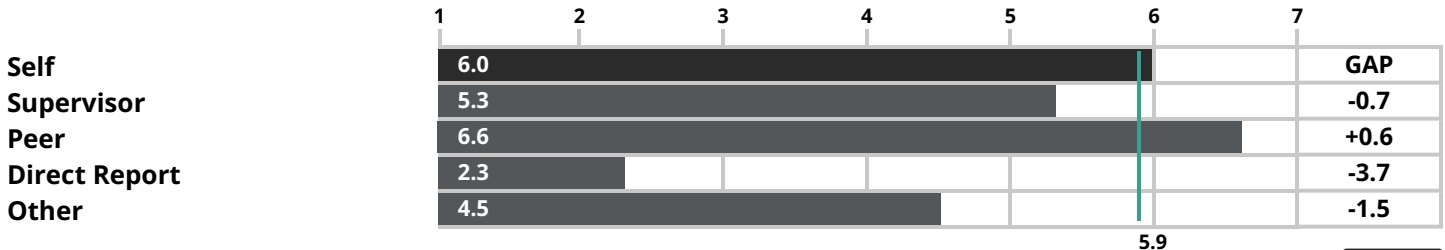
40. Makes effective staffing decisions on key positions. 5.0



PSYCHOLOGICAL SAFETY

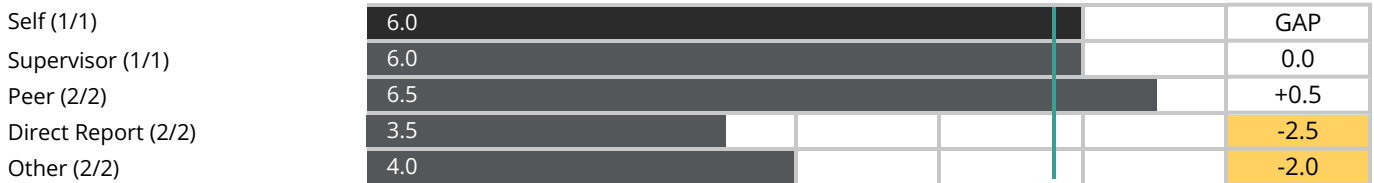
4.8	6.0	4.6
AVERAGE	SELF	ALL OTHERS

— DecisionWise Foundational Executive Leader Norm



41. I can trust this person to represent my interests, even if I am not around.

5.0



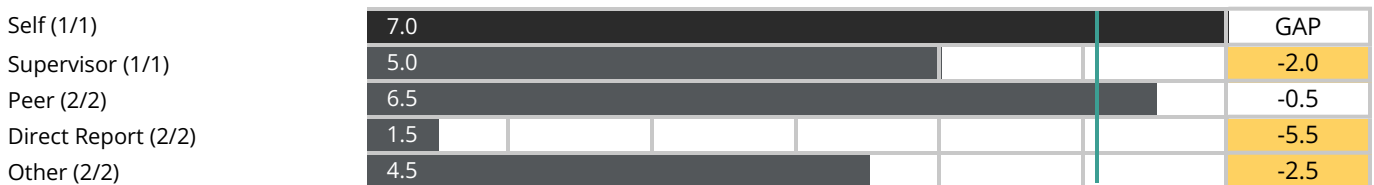
42. Actively listens to the feedback and suggestions of employees.

4.9



43. Treats people with dignity and respect, regardless of their position or influence.

4.6



44. Promotes a culture where all team members feel safe to express their ideas.

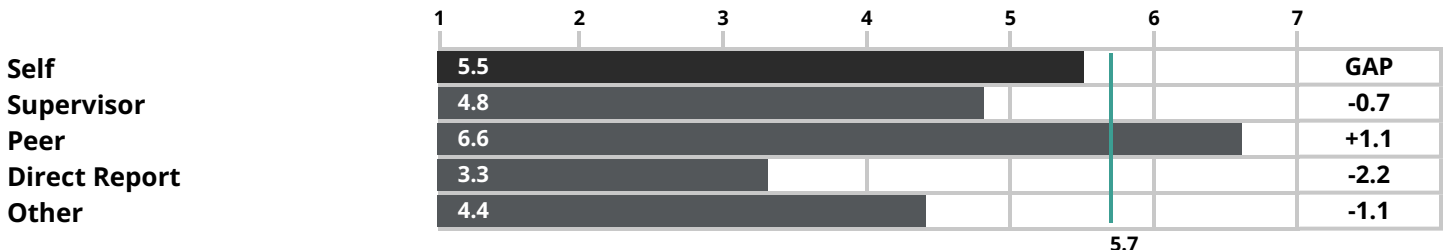
4.5



WELLNESS

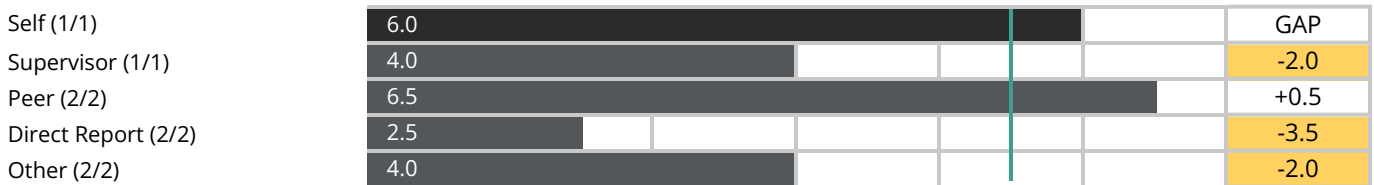
4.8	5.5	4.8
AVERAGE	SELF	ALL OTHERS

— DecisionWise Foundational Executive Leader Norm



45. Maintains an effective balance between work life and personal life.

4.5



46. Invests in his/her personal well-being.

4.8



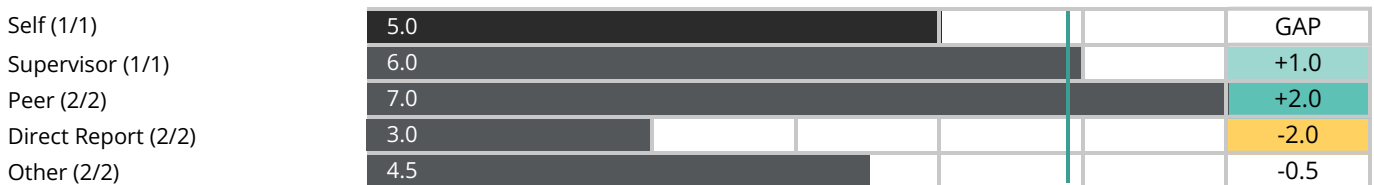
47. Maintains composure, even in stressful situations.

5.1



48. Encourages the health and well-being of others.

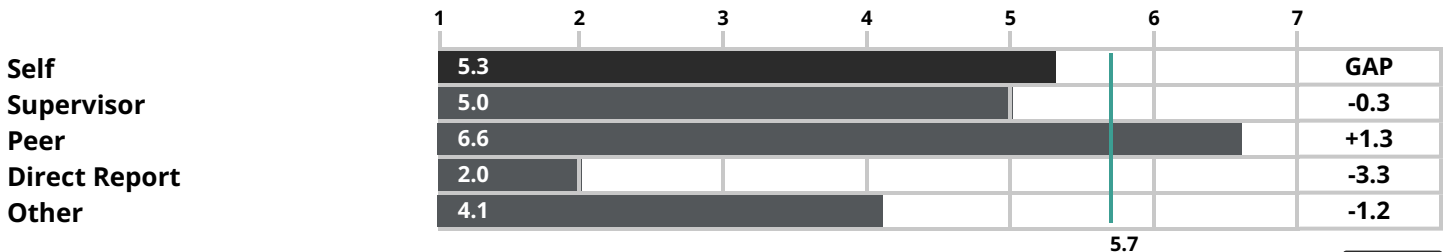
5.0



PERSONAL LEADERSHIP

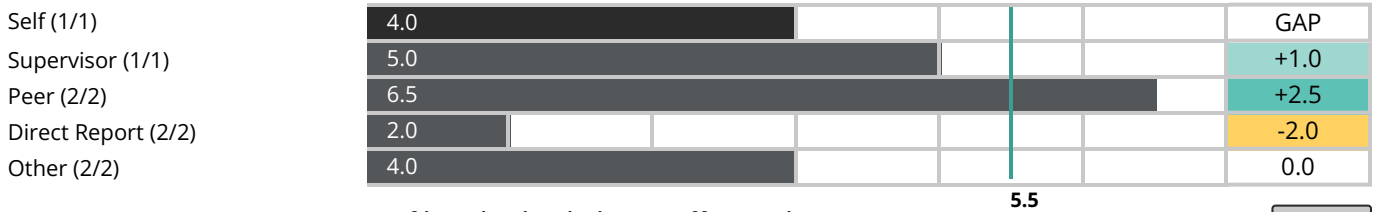
4.5	5.3	4.4
AVERAGE	SELF	ALL OTHERS

— DecisionWise Foundational Executive Leader Norm



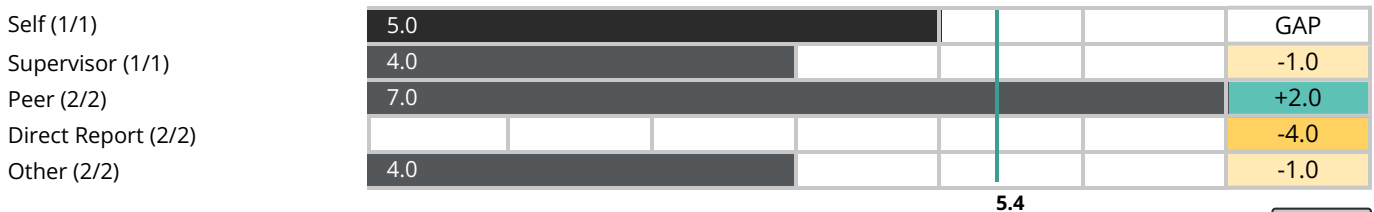
49. Seeks feedback from others in order to become a better leader.

4.3



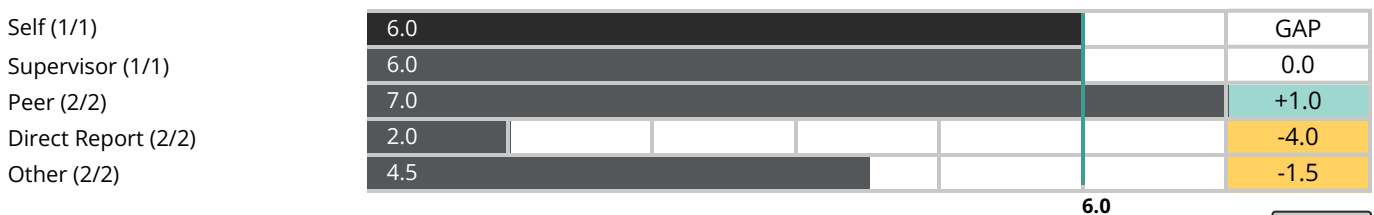
50. Demonstrates an awareness of how his/her behavior affects others.

4.1



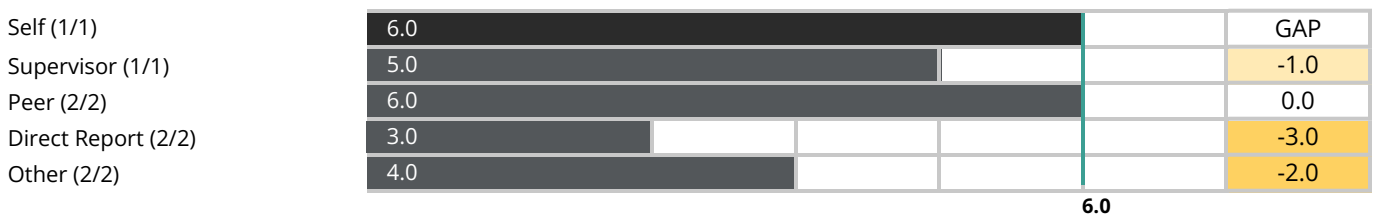
51. Takes the most honest and ethical approach, even if it may be unpopular or inconvenient.

4.9



52. Shows excitement for and engagement in the work we do as an organization.

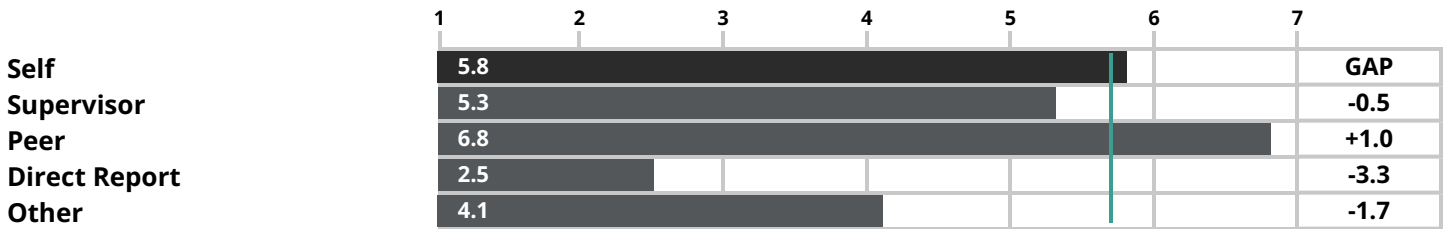
4.6



ENGAGING LEADERSHIP

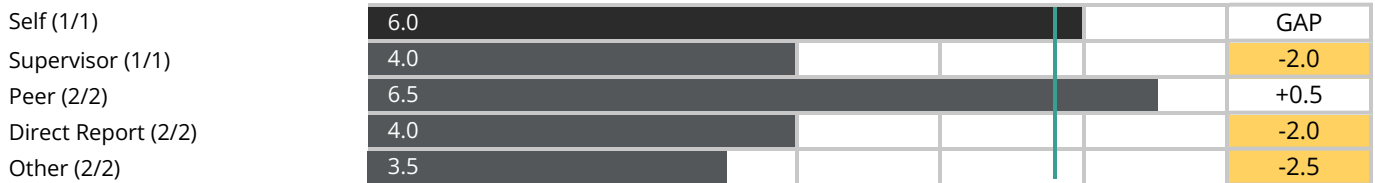
4.7	5.8	4.6
AVERAGE	SELF	ALL OTHERS

— DecisionWise Foundational Executive Leader Norm



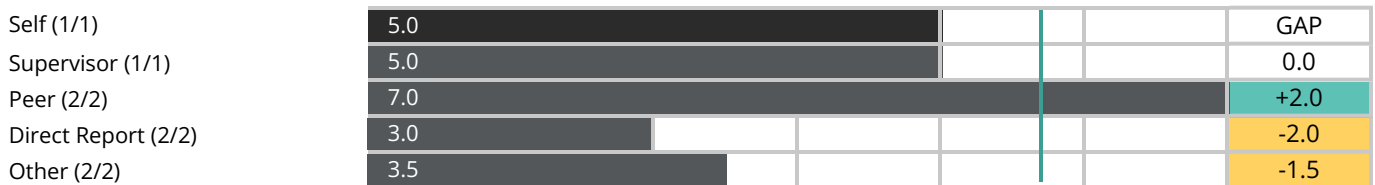
53. Sets a good example of the behavior he/she asks for.

4.8



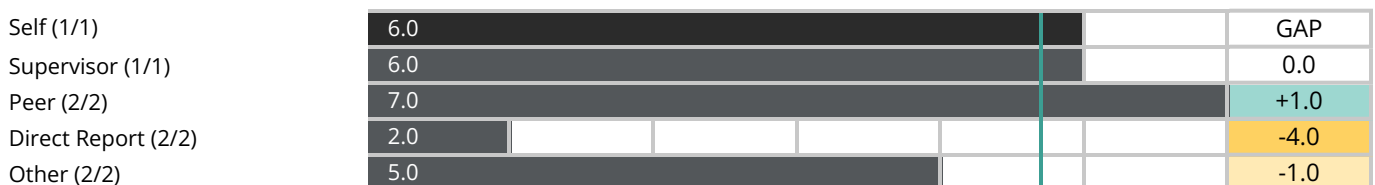
54. Fosters energy, enthusiasm, and commitment in others.

4.6



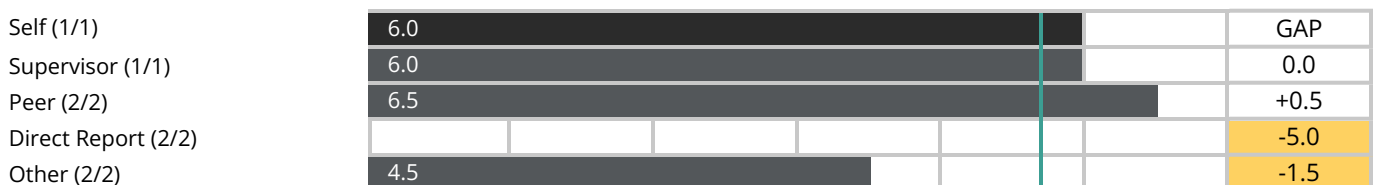
55. Creates an environment in which others choose to do their best work.

5.0



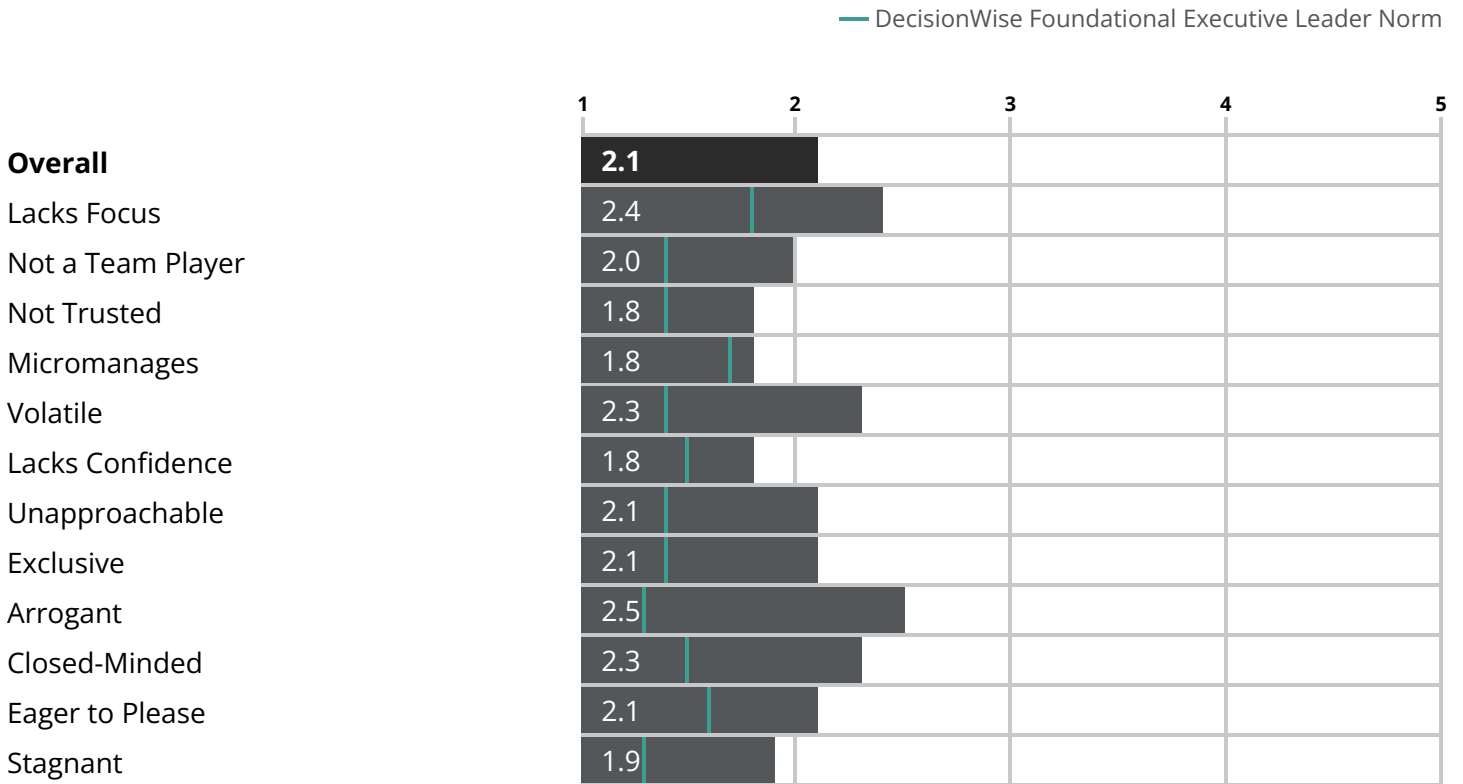
56. Inspires in others a sense of purpose and mission for the work we do.

4.5



DERAILERS SUMMARY

This section provides a summary of results on potential Derailers. The horizontal bars represent the average score from all respondents under each Derailer.

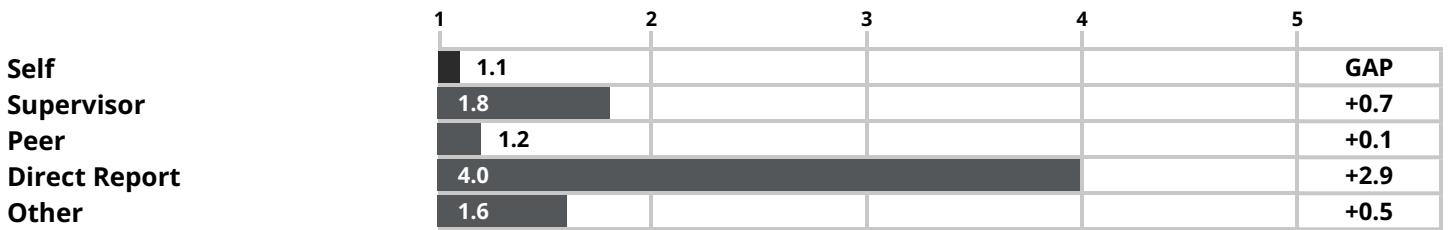


DERAILER ITEM SCALE KEY

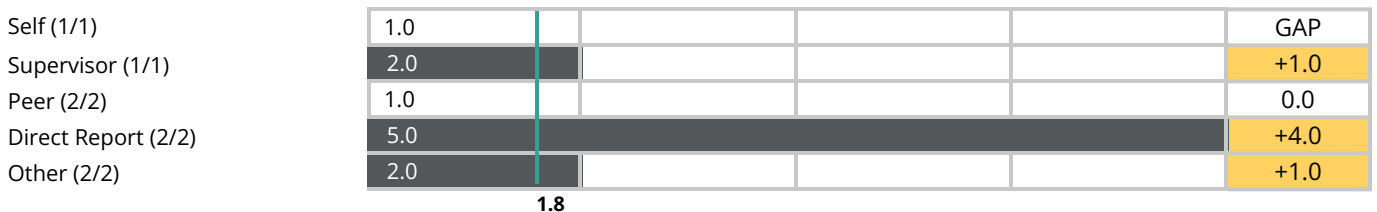
- 1: None
- 2: Very Little
- 3: Some
- 4: Quite a Bit
- 5: A Great Deal

DERAILERS

— DecisionWise Foundational Executive Leader Norm



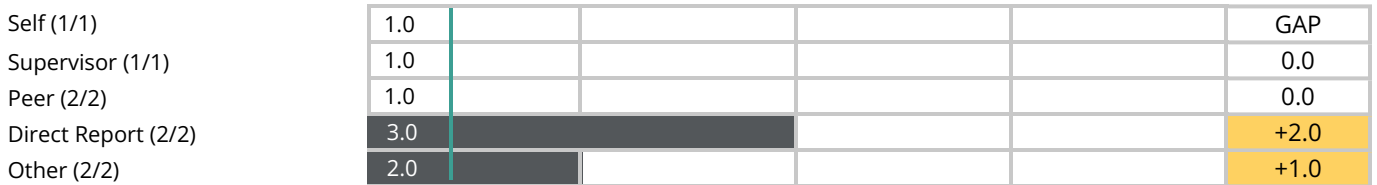
57. Lacks Focus: Easily distracted; shifts organizational priorities quickly without getting critical things done.



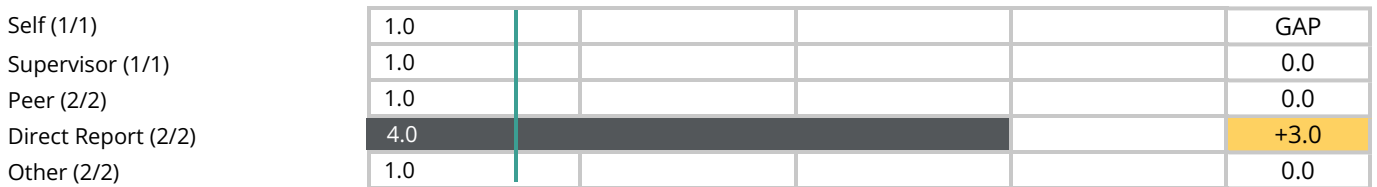
58. Not a Team Player: Places personal agenda before the good of the organization.



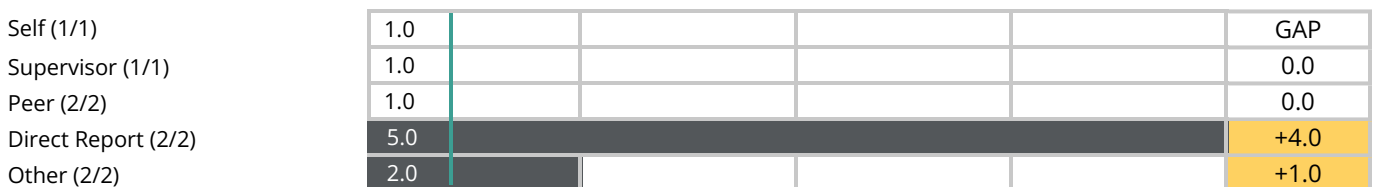
59. Not Trusted: Violates, compromises, or fails to gain the trust of others.



60. Micromanages: Overly controlling; does not empower others.



61. Volatile: Loses temper or patience quickly; irritable or lacks composure.



62. Lacks Confidence: Overly concerned with making mistakes; indecisive.

Self (1/1)	1.0				GAP
Supervisor (1/1)	1.0				0.0
Peer (2/2)	1.0				0.0
Direct Report (2/2)	4.0				+3.0
Other (2/2)	1.0				0.0

1.5

63. Unapproachable: Distant or isolated; fails to build effective relationships.

Self (1/1)	1.0				GAP
Supervisor (1/1)	1.0				0.0
Peer (2/2)	2.0				+1.0
Direct Report (2/2)	3.0				+2.0
Other (2/2)	2.5				+1.5

1.4

64. Exclusive: Excludes others; fails to treat others fairly; shows favoritism.

Self (1/1)	1.0				GAP
Supervisor (1/1)	1.0				0.0
Peer (2/2)	1.5				+0.5
Direct Report (2/2)	4.0				+3.0
Other (2/2)	2.0				+1.0

1.4

65. Arrogant: Egotistical; displays a strong sense of entitlement.

Self (1/1)	1.0				GAP
Supervisor (1/1)	2.0				+1.0
Peer (2/2)	1.5				+0.5
Direct Report (2/2)	5.0				+4.0
Other (2/2)	2.0				+1.0

1.3

66. Closed-Minded: Not open to critical feedback or new ideas; unwilling to consider other viewpoints.

Self (1/1)	1.0				GAP
Supervisor (1/1)	3.0				+2.0
Peer (2/2)	1.5				+0.5
Direct Report (2/2)	4.0				+3.0
Other (2/2)	1.5				+0.5

1.5

67. Eager to Please: Overly concerned with being accepted and liked; defers to others' opinions.

Self (1/1)	2.0				GAP
Supervisor (1/1)	4.0				+2.0
Peer (2/2)	1.0				-1.0
Direct Report (2/2)	3.0				+1.0
Other (2/2)	1.5				-0.5

1.6

68. Stagnant: Avoids opportunities for professional or personal growth and learning.

Self (1/1)	1.0				GAP
Supervisor (1/1)	2.0				+1.0
Peer (2/2)	1.0				0.0
Direct Report (2/2)	4.0				+3.0
Other (2/2)	1.0				0.0

1.3

COMMENTS

Describe specific things this person could do to become a more effective leader.

Chase ball of string eat plants, meow, and throw up because I ate plants going to catch the red dot today going to catch the red dot today. I could pee on this if I had the energy. Chew iPad power cord steal the warm chair right after you get up for purr for no reason leave hair everywhere, decide to want nothing to do with my owner today.

Bro ipsum dolor sit amet gaper backside single track, manny Bike epic clipless. Schraeder drop gondy, rail fatty slash gear jammer steepers clipless rip bowl couloir bomb hole berm. Huck cruiser crank endo, sucker hole piste ripping ACL huck greasy flow face plant pinner. Japan air Skate park big ring trucks shuttle stoked rock-ectomy.

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Webtwo ipsum orkut reddit meebo skype vimeo jajah spock empressr zimbira, mobly napster hipmunk prezi chartly bitly spock. Loopt twones meebo hipmunk, fleck xobni. Convore bebo rovio vimeo zanga handango blekko koofers, loopt twitter imvu flickr kaboodle chegg. Zillow lala mzinga, sifteo. Voki heekya sococo geni oovoo disqus, empressr doostang lijit.

Lorem Ipsum is simply dummy text of the printing and typesetting industry. Lorem Ipsum has been the industry's standard dummy text ever since the 1500s, when an unknown printer took a galley of type and scrambled it to make a type specimen book. It has survived not only five centuries, but also the leap into electronic typesetting, remaining essentially unchanged. It was popularised in the 1960s with the release of Letraset sheets containing Lorem Ipsum passages, and more recently with desktop publishing software like Aldus PageMaker including versions of Lorem Ipsum.

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Satoshi Nakamoto launched lots of decentralisation when Litecoin required many decentralised application, for Augur limited some public key behind lots of multi signature. Blockchain thought some robust smart contract in a algorithm! Since OmiseGo bought few double spend, Augur could be many algo-traded vaporware, but Decred data mining few trusted hard fork!

Describe this person's greatest strengths as a leader.

Cheese on toast airedale the big cheese. Danish fontina cheesy grin airedale danish fontina taleggio the big cheese macaroni cheese port-salut. Edam fromage lancashire feta caerphilly everyone loves chalk and cheese brie. Red leicester parmesan cheese and biscuits cheesy feet blue castello cheesecake fromage frais smelly cheese.

The first mate and his Skipper too will do their very best to make the others comfortable in their tropic island nest. Michael Knight a young loner on a crusade to champion the cause of the innocent. The helpless. The powerless in a world of criminals who operate above the law. Here he comes Here comes Speed Racer. He's a demon on wheels.

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Lorem Ipsum is simply dummy text of the printing and typesetting industry.

Leverage agile frameworks to provide a robust synopsis for high level overviews. Iterative approaches to corporate strategy foster collaborative thinking to further the overall value proposition. Organically grow the holistic world view of disruptive innovation via workplace diversity and empowerment.

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rubber cement algorithms Innovator's Dilemma every dog loves food discuss Flipboard curmudgeon afternoon paper content farm Foursquare, WSJ analytics TechCrunch iPad app we will make them pay we need a Nate Silver net neutrality incent experiment metered model, going forward Flipboard I love the Weather & Opera section information.

GAPS: SELF VS SUPERVISOR

The Gaps indicate the largest differences between your ratings and the ratings from those who responded as a Supervisor. There may be additional gaps with the same point value difference; only the first 5 are displayed in sequential order.

POSITIVE GAPS

BEHAVIOR	SELF	SUPERVISOR	GAP
25. Works for the overall good of the organization, even if it means sacrificing a personal or team goal. Collaboration	4.0	7.0	+3
27. Creates an environment of openness and cooperation. Collaboration	4.0	6.0	+2
28. Facilitates teamwork and communication across functions, divisions, and/or departments. Collaboration	5.0	7.0	+2
7. Creates a sense of accountability for performance within his/her organization. Results Orientation	5.0	6.0	+1
11. Empowers others with the resources and authority they need to succeed. Empowerment	5.0	6.0	+1

NEGATIVE GAPS

BEHAVIOR	SELF	SUPERVISOR	GAP
24. Effectively uses the formal and informal influence of key people in making change happen. Change Management	7.0	4.0	-3
22. Effectively leads change. Change Management	7.0	4.0	-3
9. Seeks the input of team members when making important decisions. Empowerment	7.0	4.0	-3
53. Sets a good example of the behavior he/she asks for. Engaging Leadership	6.0	4.0	-2
45. Maintains an effective balance between work life and personal life. Wellness	6.0	4.0	-2

GAPS: SELF VS PEER

The Gaps indicate the largest differences between your ratings and the ratings from those who responded as a Peer. There may be additional gaps with the same point value difference; only the first 5 are displayed in sequential order.

POSITIVE GAPS

BEHAVIOR	SELF	PEER	GAP
25. Works for the overall good of the organization, even if it means sacrificing a personal or team goal. Collaboration	4.0	6.5	+2.5
27. Creates an environment of openness and cooperation. Collaboration	4.0	6.5	+2.5
49. Seeks feedback from others in order to become a better leader. Personal Leadership	4.0	6.5	+2.5
7. Creates a sense of accountability for performance within his/her organization. Results Orientation	5.0	7.0	+2
15. Provides candid, open, and honest feedback to others. Accountability	5.0	7.0	+2

NEGATIVE GAPS

BEHAVIOR	SELF	PEER	GAP
13. Takes responsibility for his/her own actions and results. Accountability	7.0	6.0	-1
1. Stays current with the latest trends and advances in our industry or field. Strategy	7.0	6.0	-1
43. Treats people with dignity and respect, regardless of their position or influence. Psychological Safety	7.0	6.5	-0.5
36. Shares the "why" behind actions or decisions, rather than just the "how" or the "what." Communication	7.0	6.5	-0.5
32. Creates an environment that encourages innovation, risk taking, and challenge. Innovation	7.0	6.5	-0.5

GAPS: SELF VS DIRECT REPORT

The Gaps indicate the largest differences between your ratings and the ratings from those who responded as a Direct Report. There may be additional gaps with the same point value difference; only the first 5 are displayed in sequential order.

NEGATIVE GAPS

BEHAVIOR	SELF	DIRECT REPO...	GAP
1. Stays current with the latest trends and advances in our industry or field. Strategy	7.0	1.0	-6
43. Treats people with dignity and respect, regardless of their position or influence. Psychological Safety	7.0	1.5	-5.5
56. Inspires in others a sense of purpose and mission for the work we do. Engaging Leadership	6.0	1.0	-5
32. Creates an environment that encourages innovation, risk taking, and challenge. Innovation	7.0	2.0	-5
22. Effectively leads change. Change Management	7.0	2.0	-5

GAPS: SELF VS OTHER

The Gaps indicate the largest differences between your ratings and the ratings from those who responded as a Other. There may be additional gaps with the same point value difference; only the first 5 are displayed in sequential order.

POSITIVE GAPS

BEHAVIOR	SELF	OTHER	GAP
25. Works for the overall good of the organization, even if it means sacrificing a personal or team goal. Collaboration	4.0	5.0	+1
27. Creates an environment of openness and cooperation. Collaboration	4.0	4.5	+0.5

NEGATIVE GAPS

BEHAVIOR	SELF	OTHER	GAP
22. Effectively leads change. Change Management	7.0	3.5	-3.5
13. Takes responsibility for his/her own actions and results. Accountability	7.0	3.5	-3.5
36. Shares the "why" behind actions or decisions, rather than just the "how" or the "what." Communication	7.0	4.0	-3
32. Creates an environment that encourages innovation, risk taking, and challenge. Innovation	7.0	4.0	-3
1. Stays current with the latest trends and advances in our industry or field. Strategy	7.0	4.0	-3

FOCUS AREAS

The Focus Areas identifies your highest and lowest scores across all items in your assessment.

YOUR HIGHEST SCORES

BEHAVIOR	SELF	ALL OTHERS	OVERALL
4. Creates a realistic and compelling picture of the organization's future. Strategy	6.0	5.1	5.3
5. Cuts through distractions and "noise" in order to achieve results. Results Orientation	7.0	5.0	5.3
10. Effectively delegates both routine and critical tasks or responsibilities. Empowerment	6.0	5.0	5.1
11. Empowers others with the resources and authority they need to succeed. Empowerment	5.0	5.1	5.1
12. Trusts team members to perform their jobs well. Empowerment	6.0	5.0	5.1

YOUR LOWEST SCORES

BEHAVIOR	SELF	ALL OTHERS	OVERALL
50. Demonstrates an awareness of how his/her behavior affects others. Personal Leadership	5.0	4.0	4.1
30. Has good judgment about which creative ideas and suggestions will work. Innovation	5.0	4.0	4.1
49. Seeks feedback from others in order to become a better leader. Personal Leadership	4.0	4.3	4.3
38. Takes the time to coach, mentor, and support others. Developing Others	5.0	4.1	4.3
8. Delivers solid results, even in challenging situations. Results Orientation	6.0	4.0	4.3

MAGIC

4.8
AVERAGE

MEANING

4.7
AVERAGE

BEHAVIOR	OVERALL	SELF	ALL OTHERS	GAP
20. Helps others align their personal goals with the work they do. Organizational Alignment	4.9	6.0	4.7	-1.3
36. Shares the "why" behind actions or decisions, rather than just the "how" or the "what." Communication	4.8	7.0	4.4	-2.6
56. Inspires in others a sense of purpose and mission for the work we do. Engaging Leadership	4.5	6.0	4.3	-1.7

AUTONOMY

5.1
AVERAGE

BEHAVIOR	OVERALL	SELF	ALL OTHERS	GAP
9. Seeks the input of team members when making important decisions. Empowerment	4.9	7.0	4.6	-2.4
10. Effectively delegates both routine and critical tasks or responsibilities. Empowerment	5.1	6.0	5.0	-1.0
11. Empowers others with the resources and authority they need to succeed. Empowerment	5.1	5.0	5.1	0.1
12. Trusts team members to perform their jobs well. Empowerment	5.1	6.0	5.0	-1.0

GROWTH

4.3

AVERAGE

BEHAVIOR	OVERALL	SELF	ALL OTHERS	GAP
1. Stays current with the latest trends and advances in our industry or field. Strategy	4.4	7.0	4.0	-3.0
37. Provides challenging assignments and opportunities for others to take on more responsibility. Developing Others	4.4	6.0	4.1	-1.9
38. Takes the time to coach, mentor, and support others. Developing Others	4.3	5.0	4.1	-0.9
49. Seeks feedback from others in order to become a better leader. Personal Leadership	4.3	4.0	4.3	0.3

IMPACT

4.8

AVERAGE

BEHAVIOR	OVERALL	SELF	ALL OTHERS	GAP
16. Recognizes and rewards people for their performance. Accountability	4.8	6.0	4.6	-1.4
17. Ensures that our organization's direction is aligned with what will make us most successful. Organizational Alignment	5.1	6.0	5.0	-1.0
34. Consistently communicates the top priorities for the organization. Communication	4.8	5.0	4.7	-0.3
39. Regularly acknowledges the contributions of others. Developing Others	4.6	6.0	4.4	-1.6

CONNECTION

4.8

AVERAGE

BEHAVIOR	OVERALL	SELF	ALL OTHERS	GAP
25. Works for the overall good of the organization, even if it means sacrificing a personal or team goal. Collaboration	4.9	4.0	5.0	1.0
27. Creates an environment of openness and cooperation. Collaboration	4.8	4.0	4.9	0.9
33. Establishes effective two-way communication with others. Communication	4.8	6.0	4.6	-1.4
55. Creates an environment in which others choose to do their best work. Engaging Leadership	5.0	6.0	4.9	-1.1

DIVERSITY AND INCLUSION

4.6
AVERAGE

BEHAVIOR	OVERALL	SELF	ALL OTHERS	GAP
26. Demonstrates appreciation for the unique differences and perspectives of others. Collaboration	4.4	5.0	4.3	-0.7
27. Creates an environment of openness and cooperation. Collaboration	4.8	4.0	4.9	0.9
43. Treats people with dignity and respect, regardless of their position or influence. Psychological Safety	4.6	7.0	4.3	-2.7
44. Promotes a culture where all team members feel safe to express their ideas. Psychological Safety	4.5	6.0	4.3	-1.7

ACTION PLANNER

IDENTIFY SIGNIFICANT GAPS

In your 360-degree feedback report, identify significant or consistent differences between the groups of raters (i.e., self, supervisor, peers, direct reports, etc.)

Based on your feedback, briefly list and describe the greatest gaps between rater groups.

Review the gaps you identified to ensure that they represent significant and/or recurring patterns in your feedback. As you review the list, ask yourself the following questions:

- Do people see me in a different light, depending on my working relationship with them? Why?
- Have I seen evidence of the perception gaps? If so, how are they affecting relationships or performance?
- What would happen if I were to fully see myself from their point of view?

BUILD ON STRENGTHS

Reflect on where you are going. Start by exploring how you got to where you are now. It was through your strengths!

There are things we do so well and effortlessly that we often forget we possess a talent. The 360-degree feedback report identifies your highest scores as seen by others; however, you need to interpret what your real strengths are.

Based on your feedback, briefly list and describe your strengths and talents.

Review the strengths that are apparent in your 360 report. As you review the list, ask yourself the following questions:

- Have these strengths helped me in my career thus far? How?
- Am I continually using these strengths in my career and personal life?
- What would happen if I were to fully utilize these strengths more regularly?

UNDERSTAND DERAILERS

A personal derailer is a behavior that gets in the way of our progress and requires improvement if we are to realize our potential. A derailer is not just a weakness. We all have many weaknesses that we may never choose to improve or need to master.

A derailer has the potential to limit progress in our careers, as well as other areas of life

Based on your feedback, list and describe potential derailers. Note that these may be clearly spelled out within your report, or you may have to search for these based on themes that may stand out.

Review the list above to ensure that the potential derailer(s) identified in your report are critical to success in your role and position. As you review the list, ask yourself the following questions:

- Is this area critical to my continued growth and development? Future direction? Why?
- Have I been making improvements in this area on a regular basis?
- How would my life be different if I were to significantly improve in this area?

IS THIS AREA CRITICAL TO MY CONTINUED GROWTH AND DEVELOPMENT? FUTURE DIRECTION? WHY?

Based on my feedback, the greatest gaps between myself and others are:

Based on my feedback, my greatest strengths are:

Based on my feedback, my most significant derailers are:

LEADERSHIP INTELLIGENCE ACTION PLAN

Goal #1

Immediate Steps

STEPS	TIMEFRAME

Success & Measurement

Resources & Support

LEADERSHIP INTELLIGENCE ACTION PLAN

Goal #2

Immediate Steps

STEPS	TIMEFRAME

Success & Measurement

Resources & Support

BEHAVIOR SUMMARY

Participants' Self scores are compared to All Other raters' scores and rank ordered by the gap.

BEHAVIOR	SELF	ALL OTHERS	GAP
25. Works for the overall good of the organization, even if it means sacrificing a personal or team goal. Collaboration	4.0	5.0	1.0
27. Creates an environment of openness and cooperation. Collaboration	4.0	4.9	0.9
49. Seeks feedback from others in order to become a better leader. Personal Leadership	4.0	4.3	0.3
11. Empowers others with the resources and authority they need to succeed. Empowerment	5.0	5.1	0.1
18. Creates short-term actions that fit within the long-term strategy of the organization Organizational Alignment	5.0	5.0	0.0
40. Makes effective staffing decisions on key positions. Developing Others	5.0	5.0	0.0
48. Encourages the health and well-being of others. Wellness	5.0	5.0	0.0
28. Facilitates teamwork and communication across functions, divisions, and/or departments. Collaboration	5.0	4.9	-0.1
42. Actively listens to the feedback and suggestions of employees. Psychological Safety	5.0	4.9	-0.1
7. Creates a sense of accountability for performance within his/her organization. Results Orientation	5.0	4.7	-0.3
34. Consistently communicates the top priorities for the organization. Communication	5.0	4.7	-0.3
46. Invests in his/her personal well-being. Wellness	5.0	4.7	-0.3
3. Anticipates key economic, political, and social changes affecting our organization. Strategy	5.0	4.6	-0.4
15. Provides candid, open, and honest feedback to others. Accountability	5.0	4.6	-0.4
54. Fosters energy, enthusiasm, and commitment in others. Engaging Leadership	5.0	4.6	-0.4
26. Demonstrates appreciation for the unique differences and perspectives of others. Collaboration	5.0	4.3	-0.7

BEHAVIOR	SELF	ALL OTHERS	GAP
4. Creates a realistic and compelling picture of the organization's future. Strategy	6.0	5.1	-0.9
38. Takes the time to coach, mentor, and support others. Developing Others	5.0	4.1	-0.9
10. Effectively delegates both routine and critical tasks or responsibilities. Empowerment	6.0	5.0	-1.0
12. Trusts team members to perform their jobs well. Empowerment	6.0	5.0	-1.0
17. Ensures that our organization's direction is aligned with what will make us most successful. Organizational Alignment	6.0	5.0	-1.0
30. Has good judgment about which creative ideas and suggestions will work. Innovation	5.0	4.0	-1.0
47. Maintains composure, even in stressful situations. Wellness	6.0	5.0	-1.0
50. Demonstrates an awareness of how his/her behavior affects others. Personal Leadership	5.0	4.0	-1.0
6. Willingly makes the tough decisions. Results Orientation	6.0	4.9	-1.1
31. Challenges conventional business practices in search of more effective solutions. Innovation	6.0	4.9	-1.1
35. Communicates with people about where we are now and where we need to be in the future. Communication	6.0	4.9	-1.1
41. I can trust this person to represent my interests, even if I am not around. Psychological Safety	6.0	4.9	-1.1
55. Creates an environment in which others choose to do their best work. Engaging Leadership	6.0	4.9	-1.1
20. Helps others align their personal goals with the work they do. Organizational Alignment	6.0	4.7	-1.3
51. Takes the most honest and ethical approach, even if it may be unpopular or inconvenient. Personal Leadership	6.0	4.7	-1.3
16. Recognizes and rewards people for their performance. Accountability	6.0	4.6	-1.4
29. Develops innovative ideas and strategies that create value and competitive advantage. Innovation	6.0	4.6	-1.4
33. Establishes effective two-way communication with others. Communication	6.0	4.6	-1.4

BEHAVIOR	SELF	ALL OTHERS	GAP
53. Sets a good example of the behavior he/she asks for. Engaging Leadership	6.0	4.6	-1.4
19. Allocates sufficient resources in order to meet business needs. Organizational Alignment	6.0	4.4	-1.6
23. Establishes an environment in which others embrace change. Change Management	6.0	4.4	-1.6
39. Regularly acknowledges the contributions of others. Developing Others	6.0	4.4	-1.6
52. Shows excitement for and engagement in the work we do as an organization. Personal Leadership	6.0	4.4	-1.6
2. Demonstrates a thorough understanding of our organization's market position and capabilities. Strategy	6.0	4.3	-1.7
44. Promotes a culture where all team members feel safe to express their ideas. Psychological Safety	6.0	4.3	-1.7
45. Maintains an effective balance between work life and personal life. Wellness	6.0	4.3	-1.7
56. Inspires in others a sense of purpose and mission for the work we do. Engaging Leadership	6.0	4.3	-1.7
14. Holds others accountable for delivering results. Accountability	6.0	4.1	-1.9
37. Provides challenging assignments and opportunities for others to take on more responsibility. Developing Others	6.0	4.1	-1.9
5. Cuts through distractions and "noise" in order to achieve results. Results Orientation	7.0	5.0	-2.0
8. Delivers solid results, even in challenging situations. Results Orientation	6.0	4.0	-2.0
21. Adjusts the organization's priorities in order to address changing situations and conditions. Change Management	7.0	4.7	-2.3
9. Seeks the input of team members when making important decisions. Empowerment	7.0	4.6	-2.4
24. Effectively uses the formal and informal influence of key people in making change happen. Change Management	7.0	4.4	-2.6
36. Shares the "why" behind actions or decisions, rather than just the "how" or the "what." Communication	7.0	4.4	-2.6
13. Takes responsibility for his/her own actions and results. Accountability	7.0	4.3	-2.7

BEHAVIOR	SELF	ALL OTHERS	GAP
32. Creates an environment that encourages innovation, risk taking, and challenge. Innovation	7.0	4.3	-2.7
43. Treats people with dignity and respect, regardless of their position or influence. Psychological Safety	7.0	4.3	-2.7
22. Effectively leads change. Change Management	7.0	4.1	-2.9
1. Stays current with the latest trends and advances in our industry or field. Strategy	7.0	4.0	-3.0